

AGENDA

COMMITTEE ON ADMINISTRATION/INFORMATION SYSTEMS

September 25, 2006
Aldermen O'Neil, Lopez,
Smith, Forest, DeVries

4:00 PM
Aldermanic Chambers
City Hall (3rd Floor)

1. Chairman O'Neil calls the meeting to order.
2. The Clerk calls the roll.
3. Communication from the Public Health Director submitting proposed revisions to Chapter 117 of the Codes of Ordinances relative to food establishment permit fees.
Ladies and Gentlemen, what is your pleasure?
4. Communication from Matt Normand, Office of the City Clerk, advising that the temporary taxi rate increase has expired in September and though gasoline prices have dropped some drivers have requested the rate increase remain in place.
Ladies and Gentlemen, what is your pleasure?
5. Update to be presented by Diane Prew, Director Information Services of the City's website.
6. Communication from the Board of Assessors submitting exemption analysis and suggested changes for elderly and disabled exemptions.
Ladies and Gentlemen, what is your pleasure?
7. Continuing discussion regarding centralized purchasing administration, fleet management and various communications received from the Finance Department items enclosed as follows:
 - a) Original communications and report from Finance Department regarding purchasing activities in comparable cities;
 - b) Cell phone/pager analysis submitted by Finance Department;
 - c) Centralized purchasing for printing needs submitted by Finance Department; and
 - d) W.B. Mason Analysis submitted by Finance Department.**Ladies and Gentlemen, what is your pleasure?**
8. If there is no further business, a motion is in order to adjourn.



CITY OF MANCHESTER Department of Health

1528 Elm Street
Manchester, NH 03101-2106
Telephone: (603) 624-6466
Administrative & Environmental Health FAX (603) 628-6004
Community Health FAX: (603) 665-6894
School Health FAX: (603) 624-6584

July 21, 2006

Manchester Board of Mayor and Aldermen
City Clerk's Office
1 City Hall Plaza
Manchester, NH 03101

RE: Revision to City ordinances relative to food service establishments

Gentlemen:

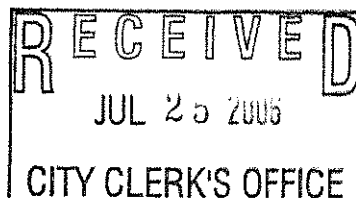
Attached hereto are proposed revisions to Chapter 117 of the City of Manchester Code of Ordinances relative to food establishment permit fees.

Over the past several months, the Health Department examined its food permit fees and has determined that some need to be updated to be in line with current costs for inspection and related services. These revisions were included as part of the anticipated revenue changes in the Health Department's FY 07 budget.

Our analysis found that our costs did not go up uniformly for all categories of food establishments. For example, the amount of time spent inspecting large restaurants and supermarkets, which typically have more complex operations, has increased, while the amount of time spent in smaller markets has generally remained the same or decreased. Over the past several years, heightened concerns about food safety from issues such as hepatitis A and *E. coli* 0157 have led to more work for the Department's food protection program.

Sincerely,

Frederick A. Rusczek, MPH
Public Health Director



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CHAPTER 117: FOOD SERVICE ESTABLISHMENTS

§ 117.19 PERMIT FEE.

The fee for any permit application pursuant to this subchapter shall be in accordance with the following schedule:

Class	Description of Establishment	Fee	
Class I	Food-service establishments having a seating capacity of 100 persons or greater; supermarkets	\$330	\$500
Class I-A	Supermarket with bulk foods, salad bar, and/or food buffet	400	900
Class II	Food-service establishments having a seating capacity of greater than 25 but less than 100 persons; bakeries; warehouses; distributors; nursing homes; canteen -commissaries, food processors , markets with less than two prep areas	265	300
Class III-A	Markets selling only prepackaged food products; mobile food operations; federally-inspected food processors ; food service operations having a seating capacity of 25 persons or less; child day care facilities; liquor lounges; bars	165	180
Class III-B	Clubs incorporated under the laws of the State or which are affiliated with any national fraternal organization for the same members and bona fide guests of liquor by the glass only	80	100
Class IV	Temporary food-service establishments:		
Class IV-A	Locally based food establishment with current Health Department permit	40	50
Class IV-B	Establishments which do not possess a current Health Department permit or are located outside of the jurisdiction of the Manchester Health Department	80	100
Class V	Non-profit organizations not holding a liquor permit and not serving meals on a daily basis; public and parochial schools and institutions and governmental facilities	No fee	

('71 Code, § 10-18) (Ord. passed 6-5-79; Am. Ord. passed 6-19-84; Am. Ord. passed 6-2-87; Am. Ord. Passed 6-5-90; Am. Ord. passed 6-4-96; Am. Ord. passed 9-4-01)

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CITY OF MANCHESTER

Office of the City Clerk



Leo R. Bernier
City Clerk

Carol A. Johnson
Deputy City Clerk


Paula L-Kang
Deputy Clerk
Administrative Services

Matthew Normand
Deputy Clerk
Licensing & Facilities

Patricia Pécuch
Deputy Clerk
Financial Administration

MEMORANDUM

TO: Committee on Administration/Information Systems
Ald. O'Neil, Forest, Smith, DeVries, Lopez

FROM: Matthew Normand 
Deputy Clerk

DATE: September 19, 2006

RE: Expiration of taxi rate increase

As you may recall, the Committee passed the temporary taxi rate increase on June 6, 2006 to give the taxi industry some relief from escalating gas prices. The increase was passed with a three-month expiration date or September 2006. Since that June meeting, Ken Deschuiteneer of Metro Cab is no longer in business in the city of Manchester.

While gas prices have dropped nearly \$.50 per gallon in the past month and a few drivers have requested that the increase be abolished, both ownership groups, Rudy Musat (Queen City Taxi and Srinivasa Monavarti (Elm Street Cab) have requested that the rate increase remain in place.

If you have any questions or concerns prior to your September 25, 2006 meeting, you may reach me at 624-6348. Thank you.

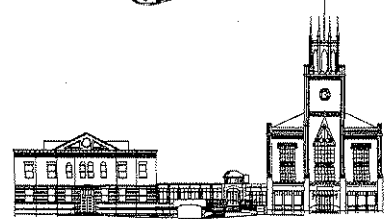
pc: Rudy Musat, Queen City Taxi
Srinivasa Monavarti, Elm Street Cab

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CITY OF MANCHESTER Board of Assessors

One City Hall Plaza, West Wing
Manchester, New Hampshire 03101
Tel: (603) 624-6520 – Fax: (603) 628-6288
Email: assessors@ci.manchester.nh.us
Web: www.ManchesterNH.Gov



David M. Cornell, Chairman
Thomas C. Nichols
Stephan W. Hamilton

Christine Hanagan
Assistant to Assessors


To: Committee on Administration
From: Board of Assessors
Date: August 29, 2006
Re: Exemption Analysis Update


Dear Chairman O'Neil and Members of the Committee:


This memo serves as an update to our March 14th memo titled "Exemption Analysis". We are attaching the original memo for your convenience. As you know, we have been asked to review the exemption amounts, now that the revaluation figures have been sent out. Additionally, we were requested to compare Manchester's exemption amounts with Nashua, Concord, Portsmouth, and Salem. Please see the attached spreadsheet for the results.

As will be seen on the attached sheets, the proposed exemption increases are calculated two ways: First, we calculated the average assessment increase for all single-family properties in the city, which increased approximately 82%¹. Second, we calculated the average assessment increase for those currently receiving the elderly, disabled, and the blind exemptions, which increased by 91%, 90%, and 84%, respectively. We have attached the summary sheets that calculate the exemption increases using both figures.

We will be prepared to make an in-depth presentation regarding this important issue at the next committee meeting. We remain available to answer any questions that you may have regarding this matter.

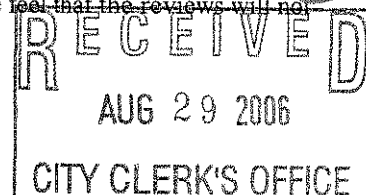

David M. Cornell

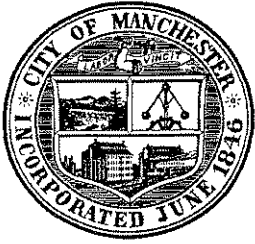

Thomas C. Nichols


Stephan W. Hamilton

cc: Mayor and Board of Aldermen
Enclosures:

¹ The decisions from the informal review process will not be finalized until mid-September. However, we feel that the reviews will not change the percentages significantly.





(B)

Assessors Office
One City Hall Plaza
Manchester, NH 03101
Tel.: (603) 624-6520
Fax: (603) 628-6288
E-mail
assessors@ci.manchester.nh.us

Exemption Information Sheet for Elderly, Disabled and Blind Property Owners

If you feel you qualify for an exemption fill out the attached application then schedule an appointment with an Assessor.

This sheet adjusts the exemption amounts at 82%

Optional Adjusted Elderly Exemption RSA 72:33, I

To qualify you must be:

- 65 years of age as of April 1st
- A resident of NH for 3 years prior to April 1st
- Must reside at property where exemption is claimed

Total net income including any retirement income and Social Security:

- Single person cannot exceed ~~\$27,500~~ **\$30,000** per year
- Married person cannot exceed ~~\$38,500~~ **\$42,000** per year

Total allowed assets of \$75,000 excluding the value of your home:

- Include all personal property such as cars, antiques, furniture, jewelry, savings & checking accounts, stocks & bonds
- Other assets tangible or intangible less any indebtedness
- Real estate other than your home

You must provide the following (if filed):

- Federal Income Tax Form, Bank Statements, Social Security papers (etc.)
- Property Tax Inventory Form filed with another city or town in NH
- State Interest and Dividends Tax Form
- Other financial information may be required upon request

If you qualify your exemption will be according to age:

- 65 – 74 years of age are allowed ~~\$70,000~~ **\$127,400** assessed value deducted from total assessed value
- 75 – 79 years of age are allowed ~~\$95,000~~ **\$172,900** assessed value deducted from total assessed value
- 80+ years of age are allowed ~~\$125,000~~ **\$227,500** assessed value deducted from total assessed value

Upon approval of qualifications for the elderly exemption the water & sewer departments will **automatically be notified.**

(C)

This sheet adjusts the exemption amounts at 82%

Exemption for the Disabled
RSA 72:37-b & c

To qualify you must be:

- A resident of NH for 5 years prior to April 1st
- Eligible under Title II or Title XVI of the federal Social Security Act for benefits to the disabled
- Must reside at property where exemption is claimed

Total net income including any retirement income and Social Security:

- Single person cannot exceed \$100,000 per year
- Married person cannot exceed \$100,000 per year

Total allowed assets of \$200,000 excluding the value of your home:

- Include all personal property such as cars, antiques, furniture, jewelry, savings & checking accounts, stocks & bonds
- Other assets tangible or intangible less any indebtedness
- Real estate other than your home

You must provide the following (if filed):

- Federal Social Security Act Title II or Title XVI Approval
- Federal Income Tax Form, Bank Statements, Social Security papers (etc.)
- Property Tax Inventory Form filed with another city or town in NH
- State Interest and Dividends Tax Form
- Other financial information may be required upon request

If you qualify your exemption will be:


- Yearly exemption in the amount of ~~\$90,000~~ **\$163,800** of assessment deducted from your total assessed value

Exemption for the Blind
RSA 72:37

Every inhabitant who is legally blind as determined by the Blind Services Program, Bureau of Vocational Rehabilitation, Department of Education shall be exempt each year on the assessed value, for property tax purposes, of his or her residential real estate to the value of ~~\$90,000~~ **\$163,800**.

In order to qualify for the exemption you must reside at the property as of April 1st. Also, we will need a letter from the State of New Hampshire, Department of Education, Bureau of Service for Blind and Visually Impaired stating that you are legally blind. Please contact them at (603) 271-3537 for further information.



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assessors@ci.manchester.nh.us

Exemption Information Sheet for Elderly, Disabled and Blind Property Owners

If you feel you qualify for an exemption fill out the attached application then schedule an appointment with an Assessor.

This sheet adjusts the exemption amounts at the actual increase in each category

Optional Adjusted Elderly Exemption (91% increase)

RSA 72:33, I

To qualify you must be:

- 65 years of age as of April 1st
- A resident of NH for 3 years prior to April 1st
- Must reside at property where exemption is claimed

Total net income including any retirement income and Social Security:

- Single person cannot exceed \$27,500 **\$30,000** per year
- Married person cannot exceed \$38,500 **\$42,000** per year

Total allowed assets of \$75,000 excluding the value of your home:

- Include all personal property such as cars, antiques, furniture, jewelry, savings & checking accounts, stocks & bonds
- Other assets tangible or intangible less any indebtedness
- Real estate other than your home

You must provide the following (if filed):

- Federal Income Tax Form, Bank Statements, Social Security papers (etc.)
- Property Tax Inventory Form filed with another city or town in NH
- State Interest and Dividends Tax Form
- Other financial information may be required upon request

If you qualify your exemption will be according to age:

- 65 – 74 years of age are allowed \$70,000 **\$133,700** assessed value deducted from total assessed value
- 75 – 79 years of age are allowed \$95,000 **\$181,450** assessed value deducted from total assessed value
- 80+ years of age are allowed \$125,000 **\$238,750** assessed value deducted from total assessed value

Upon approval of qualifications for the elderly exemption the water & sewer departments will **automatically be notified.**

This sheet adjusts the exemption amounts at the actual increase in each category**Exemption for the Disabled (90% increase)**

RSA 72:37-b & c

To qualify you must be:

- A resident of NH for 5 years prior to April 1st
- Eligible under Title II or Title XVI of the federal Social Security Act for benefits to the disabled
- Must reside at property where exemption is claimed

Total net income including any retirement income and Social Security:

- Single person cannot exceed \$100,000 per year
- Married person cannot exceed \$100,000 per year

Total allowed assets of \$200,000 excluding the value of your home:

- Include all personal property such as cars, antiques, furniture, jewelry, savings & checking accounts, stocks & bonds
- Other assets tangible or intangible less any indebtedness
- Real estate other than your home

You must provide the following (if filed):

- Federal Social Security Act Title II or Title XVI Approval
- Federal Income Tax Form, Bank Statements, Social Security papers (etc.)
- Property Tax Inventory Form filed with another city or town in NH
- State Interest and Dividends Tax Form
- Other financial information may be required upon request

If you qualify your exemption will be:

- Yearly exemption in the amount of ~~\$90,000~~ **\$171,000** of assessment deducted from your total assessed value

Exemption for the Blind (84% increase)

RSA 72:37

Every inhabitant who is legally blind as determined by the Blind Services Program, Bureau of Vocational Rehabilitation, Department of Education shall be exempt each year on the assessed value, for property tax purposes, of his or her residential real estate to the value of ~~\$90,000~~ **\$165,600**.

In order to qualify for the exemption you must reside at the property as of April 1st. Also, we will need a letter from the State of New Hampshire, Department of Education, Bureau of Service for Blind and Visually Impaired stating that you are legally blind. Please contact them at (603) 271-3537 for further information.

Exemption Analysis With Similar Communities

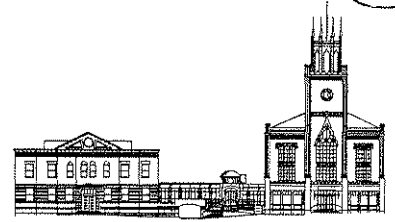
Elderly Exemption	Nashua	Salem	Concord	Portsmouth
Reduction in Assessed Value- Age between 65-74	\$130,000	\$30,000	\$67,424	\$125,000
Reduction in Assessed Value- Age between 75-79	\$162,500	\$45,000	\$109,648	\$175,000
Reduction in Assessed Value- Age 80+	\$201,500	\$60,000	\$187,152	\$225,000
Single Income Limits	\$36,000	\$30,000	\$26,000	\$30,000
Married Income Limits	\$36,000	\$40,000	\$39,000	\$37,000
Single Asset Limit	\$125,000	\$60,000	\$90,000	\$100,000
Married Asset Limit	\$125,000	\$60,000	\$90,000	\$100,000

Disabled Exemption	Nashua	Salem	Concord	Portsmouth
Exemption amount	\$130,000	Not Offered	Not Offered	\$100,000
Single Income Limits	\$36,000	Not Offered	Not Offered	\$25,000
Married Income Limits	\$36,000	Not Offered	Not Offered	\$35,000
Single Asset Limit	\$125,000	Not Offered	Not Offered	\$100,000
Married Asset Limit	\$125,000	Not Offered	Not Offered	\$100,000



CITY OF MANCHESTER Board of Assessors

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David M. Cornell, Chairman
Thomas C. Nichols
Stephan W. Hamilton

Christine Hanagan
Assistant to Assessors

To: Committee on Accounts, Enrollment and Revenue Administration

From: Board of Assessors

Date: March 14, 2006

Re: Exemption Analysis

We have been asked to provide information concerning Manchester's tax exemption and credit amounts. As you know, the City is in the process of a complete revaluation. Historically, the Mayor and the Board of Aldermen have adjusted the exemption amounts during revaluation years. Our goal is to provide the Mayor and Aldermen with enough factual information so an informed decision can be made. It should be noted that any changes in the exemption/credit amounts rest with the Mayor and Board of Aldermen. We feel that our role in this process is advisory in nature, and the figures provided herein should not be construed as our recommendations.

Specifically, we will address three questions that typically arise during revaluation years: 1.) How does Manchester compare to other communities? 2.) At what level do the exemptions need to be adjusted to provide the same proportional benefit? 3.) What amount, if any, should the income and asset limits be adjusted to?

Manchester compared to other communities

The chart below shows how Manchester compares with other communities within the State. The second column gives the State average of all communities, followed by the State's ten largest communities. As the chart indicates, Manchester is above the average in both the tax exempt reduction amounts and the income/asset guidelines in all but one category. This information was taken directly from the New Hampshire Department of Revenue. Below is a summary of our findings:

Elderly Exemption	State Average	Largest 10 Communities¹	Manchester
Exemption Amount (age 65-74)	\$23,488	\$57,444	\$70,000
Exemption Amount (age 75-79)	\$33,016	\$77,167	\$95,000
Exemption Amount (age 80+)	\$45,066	\$102,333	\$125,000
Single Income Limits	\$19,017	\$26,917	\$27,500
Married Income Limits	\$27,911	\$35,200	\$38,500
Asset Limit	\$56,802	\$95,333	\$75,000

¹ Based on population

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(H)

Disabled Exemption	State Average	Largest 10 Communities ²	Manchester
Exemption amount	\$39,628	\$69,300	\$90,000
Single Income Limits	\$20,328	\$28,775	\$100,000
Married Income Limits	\$27,910	\$38,425	\$100,000
Asset Limit	\$70,215	\$105,167	\$200,000

Adjustment Level

We have been asked is estimating were the current exemption amounts would need to be increased so as to provide the same proportional benefit after the revaluation. The reason for the difference during a revaluation year is due to the differential between the current assessments and current market values. During a revaluation, assessments are adjusted to reflect current market values, but there is a corresponding decrease/increase in the tax rate (assuming that all other revenues and total expenses remain constant). Our most recent ratio study from the Department of Revenue indicates that on average we are assessing single family houses at 55%³ of current market value (actual assessments divided by actual sale prices). Therefore, for example, our current \$70,000 elderly exemption in current assessment equates to approximately \$127,300 (\$70,000 divided by 55%, rounded) in market value. The following amounts are where the exemptions would need to be adjusted to keep the current dollar benefit:

Elderly Exemption	Current Number granted ⁴	Current Amount	Increased Amount
Age between 65-74	302	\$70,000	\$127,300
Age between 75-79	300	\$95,000	\$172,700
Age 80+	627	\$125,000	\$227,300
Disabled			
All Ages	302	\$90,000	\$163,600
Blind			
All Ages	70	\$90,000	\$163,600

Income and Asset Limits

The income and asset limits have a direct impact on the number of individuals that qualify for the exemptions. Clearly, the higher the income and asset limits, the greater the number of qualified individuals. The last time the income and assets were reviewed by the BMA was in 2003. At that time the income limits were increased to \$27,500 for single taxpayers, and \$38,500 for married taxpayers. The

² Three of the largest ten communities (Concord, Derry, and Salem) do not offer the disability exemption. Therefore, they were not included in the disability averages.

³ Although the average is 55%, as with any statistical survey, there will be some properties that are currently assessed above and below this amount.

⁴ Based on our most recent MS1 filing.

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(I)

BMA decided not to increase the asset limits in 2003. The asset limit is currently the same for both single and married taxpayers. One option that some Aldermen have suggested in the past is to adjust the income and asset limits annually by the rate of inflation. Assuming such, the elderly income limit would be increased to \$29,900 for single taxpayers, and \$41,800 for married taxpayers⁵. Additionally, the asset limits would be increased by 8.7%, rounded. If these income and asset limits are granted, we are anticipate perhaps a 5% to 10% increase in the total number of people that qualify for the exemptions.

Veterans Credit

Manchester currently has 3,851 taxpayers (including 148 who are totally and permanently disabled) receiving the Veterans Tax Credit. Last year the Aldermen voted to increase the Veterans Credit from \$200 to \$300, effective April 1, 2006, and to keep the permanently disabled amount at \$1,600. The Veterans Credit is a cash credit applied directly to the tax bill. As such, the reduction is accounted for in the budget as an expense item. Because this is a direct cash credit the proportion benefit is "self-correcting". Meaning that, the increase in assessment, on average, will be offset by the reduction in the tax rate.

This year the category "Persian Gulf War" was added to the approved Veterans list. The New Hampshire Department of Veterans Affairs estimates that this change could eventually add an additional 300 to 600 qualified veterans in Manchester. It should be noted that before one can receive the Veterans Credit that one must be honorably discharged. To date, we have not experienced a significant increase in the number of Veterans applying this year. However, we are expecting the number to grow over the next several years due to this recent law change.

We remain available to answer any questions you may have regarding this matter.

Respectfully submitted, "

David M. Cornell
David M. Cornell

Thomas C. Nichols
Thomas C. Nichols

Stephan W. Hamilton
Stephan W. Hamilton

Cc: Mayor and Board of Aldermen

⁵ Based the Boston/NH CPI index which increased 8.7% from March 2003, to January 2006.

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LeBlond-Kang, Paula

From: Bernier, Leo
Sent: Friday, July 14, 2006 7:41 AM
To: LeBlond-Kang, Paula
Subject: FW: Central Purchasing/Fleet

From: O'Neil, Daniel
Sent: Thursday, July 13, 2006 7:13 PM
To: Bernier, Leo; Thomas, Frank; Clougherty, Kevin; Kane, Joseph
Cc: Guinta, Frank; Clark, Thomas
Subject: FW: Central Purchasing/Fleet

Gentlemen,

I am fine with monday August 7th. We need at least an hour, maybe 90 minutes. Please be prepared to provide written information well in advance of the meeting.

Topics

1) Central Purchasing

- What has been done to date
- Possible next steps
- Status of Mindy A. and Lisa T. Where are they working and how are they being paid.

2) Fleet Management

- What has been done to date
- Possible next steps
- Status of vacant Fire Dept. BSO position which was intended to become the Fleet Manager

3) Purchase Cards

- Many alderman are surprise we already have a signed agreement. I think the mayor was as well.
- What has been done to date
- Possible next steps

It is my intention to see this through and do what is right for the city. Plan on several meetings after Aug. 7th before we report anything back to the board.

I am on vacation until July 30th but will plan on checking in when I get back.

Thanks !

Dan

-----Original Message-----

From: Dan O'Neil [mailto:dponeil@verizon.net]
Sent: Thu 7/13/2006 6:30 PM

7A
7/14/2006



**City of Manchester
Department of Finance**

One City Hall Plaza
Manchester, New Hampshire 03101
Phone: (603) 624-6460
Fax: (603) 624-6549

August 2, 2006

Alderman O'Neil
C/o Office of the City Clerk
One City Hall plaza
Manchester, NH 03101

RE: Status on Central Purchasing/Fleet

Dear Alderman O'Neil,

The Central Purchasing/Purchasing Card initiatives included in the FY 2007 Budget require that actions and decisions occur at various levels to ensure the successful implementation of the program envisioned. Much of the technical work has been accomplished to date, but structural decisions about the program remain.

The Mayor's proposal was to establish an independent purchasing function comprised of four positions, a Purchasing Director, a Fleet Manager and two assistants. It has always been envisioned that the central purchasing director position would be advertised to find an experienced municipal purchasing agent with appropriate credentials. In this regard a DRAFT job description is attached.

Concerning the BSO position at Fire, originally it was envisioned that the incumbent BSO would be transferred to the Fleet Manager position. Since the incumbent has since retired, the Fleet Manager position, for which a DRAFT job description is attached, will also need to be advertised to find an experienced properly credentialed professional to fill this position. It is my understanding that if the Fire Chief wants to fill the BSO position, it will have to come from the Department's FY'07 appropriation.

In the interim, Mindy Salomone-Abood remains at the Highway Department to carry out her duties. To the extent her duties relate to a central purchasing function, they may eventually be reimbursed by the new organization, which is to be funded via the new purchasing card system.

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Lisa Thibault has been temporarily assigned to the Finance Department and is only working on central purchasing items, primarily the implementation of a Purchasing Card system.

Fleet Management: To date little has been done with respect to Fleet Management. In anticipation of Lisa Thibault serving as back up to Mindy Salomone-Abood, with respect to the Fleet Management system, Lisa has completed training on the H.T. E. module and is experienced with the reporting mechanism. In addition Lisa has researched and compiled information on Fleet Management Systems, prior audits and management reports that will serve as useful reference resources for the Fleet Manager once hired.

Purchase Cards: A contract has been awarded to Harris Nesbitt Bank/BMO Financial Group to carry out the purchasing card program. Attached is a copy of the DRAFT policy guidelines associated with implementation of the program. Mechanically, the P-Card system has been tested and is ready for implementation. Upon the hiring of a Purchasing Director and BMA decisions about organization and structure, the program is ready for roll out.

Over the past several weeks the Finance Department and Lisa Thibault have devoted significant time and effort to get the purchasing card architecture in place in order that the Board's policy could be carried out in a timely fashion and meet the revenue assumption included in the FY 2007 Budget. Please be reminded if this program is not operational by Fall, the revenue projections included in the Budget will need to be revised downwards with the associated tax impact.

Respectfully submitted,



Kevin A. Clougherty
Finance Officer

Cc: Mayor Frank Guinta
Randy Sherman
Lisa Thibault
Mindy Salomone-Abood
Frank Thomas
Chief Joseph Kane
Thomas Clark

7A

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DRAFT

City of Manchester New Hampshire



Purchasing Card Program Cardholder Guide

July 2006

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Forms attached: P-Card Agreement Form, P-Card Request Form, P-Card Account Maintenance Form, Transaction Log

INTRODUCTION

Welcome to City of Manchester Purchasing Card (P-Card) Program!

The City is pleased and excited to proceed with the implementation of this program. What will make it successful is the participation of many individual employees in all of the municipal departments. We believe that each employee's time is valuable and we believe the P-Card Program contributes directly to enabling you to streamline your department's purchasing needs.

This guide is designed to acquaint you with information about the P-Card Program's policies and procedures. You should read, understand, and comply with all provisions of this Guide. It describes many of your responsibilities as a cardholder and outlines the processes and procedures to facilitate secure, timely and accurate purchasing transactions. The City's objective is to provide purchasing channels that empower the employees to make sure resource needs are met to deliver quality services to the citizens of Manchester while at the same time providing the necessary financial controls to safeguard the City's assets.

The P-Card Guide cannot anticipate every circumstance or question. As the City's usage continues to grow, we may revise, supplement, or rescind any policies or portion of the Guide from time to time as deemed appropriate.

Again, welcome to the P-Card Program!

Sincerely,

Frank C. Guinta
Mayor

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CODE OF CONDUCT

The Code of Conduct for the City of Manchester Purchasing Card Program (P-Card) is designed to provide the participant a set of guidelines and a philosophy to follow regarding the use of the card.

- **Authorization**

A P-Card Request Form shall be completed by the cardholder and authorized by the respective department head. Only the employee to whom the card is issued is authorized to use it. Delegating the use of the P-Card to another city employee or any individual is strictly prohibited.

- **Business Practices**

In all supplier relationships and purchasing, promote and cooperate with trade and professional associations and with state, federal, local and private agencies on encouraging fair, ethical and legal business practices.

- **Documentation**

All purchases using the P-Card Program shall be properly documented for business purposes. The original invoice or itemized receipt shall be provided as current practice dictates for any accounts payable item. Any altered or forged documentation is strictly prohibited.

- **Negotiations**

Employees shall conduct themselves in accordance with the City's Procurement Code and in a good faith manner when negotiating with suppliers. Any intentional misrepresentation is strictly prohibited.

- **Organization Policies**

Adhere to the guidelines of the P-Card Program as presented herein.

- **P-Card Agreement**

The issuance of a P-Card is strictly prohibited prior to receipt of a signed P-Card agreement from the employee. An employee shall sign the P-Card Agreement and P-Card Application prior to receiving a P-Card.

- **P-Card Security**

The P-Card is the property of the City of Manchester and as such shall be retained in a secure location. An employee may use the P-Card when traveling on business on behalf of City of Manchester; otherwise, it shall not be retained in the employee's purse or billfold. This practice reduces the possibility of the P-Card being lost or stolen.

CODE OF CONDUCT

- **Personal Use of P-Card**
Only authorized business purchases shall be initiated with the P-Card. Any personal purchases are strictly prohibited.
- **Purchase Limits**
All dollar value purchase limits shall be adhered to under the program and any splitting of transactions to avoid authorized limits is strictly prohibited.
- **Purchase Restrictions**
Employees shall check with the respective department manager or the Purchasing Department if any questions arise concerning the validity of a particular charge under the P-Card program.
- **Purchases**
P-Card purchases shall be made so that the City gains maximum value and quality for each purchase.
- **Supplier Bids**
Where required, all suppliers shall be offered an equal opportunity to participate in the City's purchase programs in accordance with federal and state statutory regulations and the City's ordinances and Procurement Code.
- **Supplier Disagreements**
If a disagreement occurs with a supplier, the employee shall make every effort to reach a reasonable and equitable settlement to the dispute.
- **Supplier Gifts**
Decline all personal gifts offered by a supplier. Acceptance of gifts is strictly prohibited.
- **Termination**
Upon transfer or termination, the employee shall surrender the P-Card to their supervisor or department head. The department head shall notify the P-Card Administrator who shall notify BMO/Harris and cancel the card.

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ACKNOWLEDGMENT FORM

The P-Card Guide describes important information about the City of Manchester Purchasing Card Program controls and processes required to manage the day-to-day operations of this purchasing option. The Guide is intended to inform cardholders handling P-Card transactions about the formal policy guidelines, processes and responsibilities of the various participants. These policies ensure that P-Card purchasing is consistent with the City's fiscal and internal control goals.

Since the information, policies and procedures described in the guide are subject to change, I acknowledge that revisions to the P-Card Guide may occur. All policy changes require the appropriate authorized approvals before they are implemented. I understand that revised information may supersede, modify, or eliminate existing policies.

I acknowledge that I have received the P-Card Guide, and I understand that it is my responsibility to read and comply with the policies and the Code of Conduct contained in the guide and any revisions and updates made to it.

CARDHOLDER'S SIGNATURE

DATE

CARDHOLDER'S NAME (TYPED OR PRINTED)

WITNESS: MANAGER / SUPERVISOR
(TYPED OR PRINTED)

DATE

1 CARDHOLDER SET-UP AND ACTIVATION

1.1 Overview

The Purchasing Card Program (P-Card) is designed to assist the City of Manchester in reducing its reliance on requisitions, purchase orders, petty cash funds, employee advances and paper checks, and to reduce the need for employees to use personal funds for business purposes. The program should help increase the turn-around time in the fulfillment of orders, provide greater flexibility and reduce paperwork. Just as with all financial instruments, i.e. checks, direct deposit, ACH, and other forms of electronic or magnetic payments, the Finance Director as City Treasurer is responsible for the implementation, maintenance, program compliance, payment processing, issuance of the P-Card, and bank relations to resolve customer service issues. Just as with all other forms of payment, decisions about individual purchases remain the responsibility of the City's various departments in accordance with adopted policies and ordinances. Only employees of the City are allowed to participate in the program. Each cardholder has the responsibility to submit their monthly account statement with the appropriate receipts and signatures for processing and payment to their departmental administrator by the due date.

All policies outlined in this Guide must be adhered to and any failure to comply can result in suspension from the P-Card Program and also include disciplinary actions that may include termination of employment. The P-Card issued to the cardholder is the property of the City of Manchester and can be canceled at any time. Periodic audits will be performed to ensure the cardholder is in compliance with the policies and procedures.

1.2 Cardholder Setup

A new participant in the P-Card Program must complete the P-Card Request Form and obtain the appropriate authorizations. The form must be submitted to the P-Card Administrator by the applicant's department head. Once the application has been approved by the P-Card Administrator and the bank has processed the request, an account for the cardholder shall be established.

The new participant is also required to acknowledge that he/she has read the Code of Conduct for the program and shall adhere to the principles in this Guide by signing the Acknowledgement Form. The P-Card Agreement Form that outlines the responsibility of the cardholder while in possession and use of the P-Card shall be signed as well. All of these documents shall be completed and signed prior to the release of the P-Card to the cardholder.

- P-Card Request Form (attached)
- P-Card Acknowledgement Form (attached)
- P-Card Agreement Form (attached)

1.3 Activation of Account

To activate your P-Card follow the instructions below.

1. Call the toll free card administrator phone number on the label affixed to the card.
2. When prompted enter your card number.
3. You will then be prompted for personal information which will identify you as the cardholder in possession of the P-Card.

If you have problems activating your account, please call the P-Card Administrator at 624-6460 or via email at lthibault@manchesternh.gov.

2 PURCHASING GUIDELINES AND LIMITS

2.1 Overview

The City of Manchester encourages purchases be made using the P-Card. All purchases must be made in compliance with the City's ordinances, Procurement Code and the guidelines set forth in this Guide. Any violation shall result in disciplinary action that may include termination of employment. Only authorized cardholders shall use the P-Card and no authority is permitted or conferred to the cardholder for the delegation of its use. Each cardholder has a designated credit limit for monthly purchases, daily purchase credit limit and single purchase credit limit. Intentional circumvention of these limits is strictly prohibited, for example, splitting a transaction amount with the same vendor or multiple vendors for purchases that would otherwise exceed the cardholder's limits. The City of Manchester will perform periodic audits electronically and manually to verify adherence to this policy.

2.2 Examples of Prohibited Purchases with the P-Card include:

- Cash advances, wire transfers or money orders
- Personal purchases
- Donations

3 RECORDKEEPING AND RECONCILIATION

3.1 Overview

The cardholder is responsible for maintaining adequate receipts or invoices for goods and services purchased with the P-Card. The cardholder shall contact the vendor directly to resolve any discrepancies or incomplete orders. The documentation retained shall include original sales receipts, packing lists (if applicable) and credit card transaction receipts. Any incorrect charges, duplicate transactions or missing credits shall be addressed directly between the cardholder and the vendor.

3.2 Reconciling

- Month end account statements shall be provided for each P-Card.
- The employee/department shall verify amounts charged, and vendors.

3.3 Missing Receipts

If the cardholder is missing receipts, the cardholder shall request a copy to provide the required substantiation. All transactions shall be reviewed and approved by the cardholder's supervisor or department head.

3.4 Examples of Receipt Documentation

- Cash register receipt
- Car rental original receipt showing date in and out
- Airline itinerary and sales receipt (if an electronic "e-ticket" attach the boarding pass document)
- Itemized hotel bills
- Itemized invoices

4 BILLING & PAYMENT

4.1 Overview

Purchase orders shall not be used for P-Card transactions. Within 48-72 hours of using a P-Card, the transaction information will be available for review and approval on the H.T.E. Procurement Card module. Authorized department personnel shall review P-Card transactions on-line, enter the proper accounting information including work orders and/or project number and approve the transaction. Within 24 hours of approving a transaction, the transaction will be reflected within the general ledger and charged against the appropriate budget.

The City of Manchester receives single account statements and a consolidated statement from its P-Card bank administrator on the 28th of each month. The Finance Department must receive a reconciled account statement by the 5th of the following month. Transactions dated prior to the 28th not approved by the 5th of the following month shall be processed to a default account. Transactions posted to the default account shall need to be transferred to the appropriate account.

Any account statements deficient of the proper approvals and documentation shall be returned to the cardholder's manager to be resubmitted appropriately. If a cardholder is consistently delinquent in submitting their reconciled account statement to the Finance Department, the P-Card Administrator and the cardholder's manager may review their status as a participant in the program and suspend their privileges until an adequate resolution is achieved.

4.2 Key Dates

- Monthly statement ending posting cycle by the bank is from the 28th to the 27th of a month.
- Cardholder submits the reconciled account statement with appropriate approval and documentation by the 5th of each month.
- The Finance Department posts transactions for each cardholder account to the general ledger within 3 business days of the transaction.
- Payment is made to the bank for the monthly transactions by the 15th of each month.

5 DISPUTED TRANSACTIONS

5.1 Overview

At times there might be disputed transactions appearing on a cardholder's account statement. The dispute may arise due to non-delivery of the goods or services, incorrect billing, duplicate billing, missing a valid credit not processed to the account for a return, altered charges or defective merchandise. When disputes occur, the cardholder shall immediately notify the P-Card Administrator. The cardholder is responsible for resolving the disputed item with the vendor.

The bank shall be notified of all disputed transactions within 30 days of the statement date. The P-Card Administrator shall immediately notify the Finance Officer of any disputed items. It shall be the responsibility of the Finance Officer to notify the bank of any disputed items.

6 ACCOUNT MAINTENANCE

6.1 Overview

Cardholder information, such as credit limits, etc., may change periodically. Requests shall be forwarded to the P-Card Administrator for review, approval and processing (see attached "Purchasing Card Account Maintenance Form"). Updating the account information takes approximately three (3) days after submission by the P-Card Administrator to the bank.

6.2 Information Updates

- Cardholder address
- Credit limit
- Type of purchasing allowed by the cardholder
- Cancellation of the cardholder's account
- Suspension of the cardholder's account

7 TRAVEL & ENTERTAINMENT USING THE P-CARD

7.1 Overview

A cardholder shall have the travel and entertainment purchase option enabled in their account profile in order to use their P-Card for such expenses. The cardholder shall adhere to the City's Travel Policy.

7.2 Travel & Entertainment Tips

- The P-Card shall not be used for gasoline for personal vehicles when it is used for business purposes. Business travel incurred when using a personal vehicle shall be reimbursed by claiming mileage on an expense report. If traveling with a rental car, then gasoline may be purchased using the P-Card.
- The P-Card may be used to pay itemized hotel bills.
- The City does not provide ATM privileges with its P-Card Program. Any cash needed while traveling must be from personal funds that are reimbursed upon submitting an expense report.

8 AUDITS

8.1 Overview

All cardholder accounts are subject to periodic audits to ensure compliance with the City's overall policies and the policies outlined in this guide. The P-Card Administrator, the Finance Department and the Internal Auditor will review daily, monthly and annual transaction activity reports as deemed necessary to ensure adherence to the P-Card policies. If an audit reveals a policy violation, the cardholder and their supervisor or department head will be contacted and appropriate action will be initiated based on the type of violation(s).

8.2 Violations

Examples of violations of P-Card use include:

- Intentional splitting of transactions to circumvent the credit limit including single day and single transaction limits.
- Consistently delinquent accounts submitted for processing and payment.
- Personal use of the P-Card.
- Allowing an unauthorized user to use the P-Card.
- Purchase of prohibited products, services or merchandise.
- Failure to pay inadvertent personal charges on the P-Card.
- Fraudulent transactions with a vendor.

9 LOST OR STOLEN CARDS

9.1 Overview

If a card is lost or stolen, the cardholder shall immediately contact the P-Card Administrator. Upon notification, the card shall be suspended immediately and any charges posted to the account after the "missing date" shall be denied. A new card shall be issued upon completion of an application stating that the card is a replacement. After the application is received by the P-Card Administrator it will take approximately ten (10) days to reissue a replacement card.

9.2 Card Security Tips

- When not traveling on business, the card shall be retained in a secure location other than a personal billfold or purse.
- A canceled card shall be destroyed by cutting it up into several pieces prior to disposal.
- When presenting a card for purchases, provide your driver's license to identify you as the authorized user of the card.
- Sign the back of the card and also write "See ID" next to the signature to remind the vendor to look for your personal identification to authenticate the transaction.
- Do not provide your P-Card account number to unsolicited marketing calls.

9.3 Contact List

P-Card Administrator

- <Name>
- <Phone #>
- <Email>

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PURCHASING AGENT

DEFINITION

Plans, organizes and manages the City's purchasing operations, the disposal of surplus property and manages special projects as assigned by the [_____]; performs other duties as required.

DISTINGUISHING CHARACTERISTICS

The Purchasing Agent is responsible for planning, budgeting, directing and coordinating purchasing functions for the City. Within policy guidelines, the Purchasing Agent exercises considerable discretion and independence in approving expenditures, selecting and evaluating vendors and materials and monitoring compliance with procurement policies. The Purchasing Agent must be tactful, resourceful and ethical in dealing with vendors, the public, department managers and co-workers.

SUPERVISION RECEIVED/EXERCISED

General direction is provided from the [_____]. The position may supervise the work of staff performing functions related to purchasing and coordinate the work of staff engaged in purchasing related tasks in other city departments.

ESSENTIAL DUTIES

Organizes, directs, and implements a comprehensive purchasing program; develops and implements City purchasing policies and procedures; consults with and assists departments in determining needs and developing specifications for goods and services; prepares formal bid specifications, requests for quotations, qualifications and proposals, evaluates bids and makes recommendations for awards of bids and contracts; establishes and maintains contact with vendors and negotiates with them to obtain best and most cost-effective goods and services for the City; evaluates vendor and product performance as necessary; manages the procurement card program; manages various service maintenance contracts; coordinates disposal of surplus equipment and materials from all departments; prepares purchasing budget, projects costs, and monitors expenditures; sets up a variety of manual and automated record keeping systems and maintains and analyzes records; prepares reports and makes recommendations to Board of Mayor and Aldermen.

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QUALIFICATIONS

Experience/Education/Training

Sufficient experience, education and training to establish and maintain an effective City purchasing function.

Bachelor's Degree in Business Administration or a closely related field from an accredited college and five years experience in purchasing a variety of general and specialized items, preferably in a government setting. Work experience in the purchasing field of 8+ years may substitute for education requirements. Possession of a certified Purchasing Manager Certificate from a nationally recognized organization is highly desirable.

Knowledge/Skill/Ability

Considerable knowledge of public purchasing principles and practices, including competitive bidding procedures; Federal, State and City laws, ordinances and regulations applicable to purchasing, contract administration, personnel management; applicable City policies, procedures and memoranda of understanding; computer applications related to purchasing and public finance and of telecommunication and reprographic systems. Ability to plan, organize and direct the activities of a City purchasing program including procurement, materials management, contract administration, budgeting, procurement cards, developing goals, policies, procedures, work standards and internal controls; select, train, direct, motivate, and evaluate staff members; negotiate effectively; analyze and solve complex administrative problems; exercise sound independent judgment within broad policy guidelines; represent the City effectively in contact with boards, community groups and other government organizations; establish and maintain effective working relationships; prepare clear and concise specifications, reports, recommendations, proposal requests, and other written materials; use spreadsheet, data base and word processing programs on a personal computer and use other office equipment.

LICENSE/CERTIFICATE

Possession of a New Hampshire driver's license by date of appointment.

Fleet Manager

DEFINITION

Under limited direction, the Fleet Manager performs responsible and complex duties in managing a major division of [_____]; manages and oversees the Fleet Management Division; manages and supervises a broad range of fleet-related functions and activities including, but not limited to, maintenance and repair shop operations, fleet fueling systems, vehicle and equipment acquisition, disposal, utilization, service and maintenance, and the administration of service and maintenance contracts; coordinates Fleet Operations activities with department managers and staff, other City managers and employees, outside vendors, contractors, agencies and the general public as required; assures compliance with applicable laws, ordinances, and codes; and provides professional and technical staff assistance to [_____].

DISTINGUISHING CHARACTERISTICS

This is a single position division-level management classification and exists only in [_____]. The Fleet Manager is responsible for planning, directing and controlling the City's fleet services activities exercising significant independent authority to perform work that is very difficult and complex. The Fleet Manager works extensively with managers/staff, other City employees, various public/private organizations, and the general public. This class is distinguished from the next higher class of Director of General Services in that the latter has full responsibility for all activities of the General Services Department.

SUPERVISION RECEIVED AND EXERCISED

Limited direction is provided by [_____]. Responsibilities include the direct and indirect supervision of management, supervisory, technical, and support positions whose incumbents perform the full range of fleet maintenance, repair, purchase, and related activities.

ESSENTIAL DUTIES AND RESPONSIBILITIES: TYPICAL DUTIES

- Plans, organizes, staffs, directs, and controls a wide range of activities to oversee the Fleet Management Division; oversees vehicle and equipment maintenance/repair shop operations; oversees the acquisition, disposal, utilization, service, and maintenance of vehicles and equipment, including those needed Citywide for Police, Fire, Enterprise Funds and Highway; oversees and administers vehicle/equipment-related contract services; oversees and monitors fueling station operation, infrastructure, maintenance, and environmental compliance establishes division priorities; monitors the efficiency and effectiveness of division work products through quality control and related activities; may act in absence of the

Director of General Services.

- Selects, assigns, trains, directs, and evaluates subordinate staff, including subordinate supervisors, technicians, and others; oversees and implements disciplinary actions as necessary; directs and/or participates in the preparation of complex statistical and narrative reports, correspondence, and other documents, including those required by law; makes presentations to Board of Mayor and Aldermen, individuals and/or groups as required.
- Develops, recommends, and implements goals, objectives, policies, and procedures in accordance with the Department's core purpose, mission, vision, and values; recommends strategies to improve the efficiency and effectiveness of division operations; provides guidance and direction for new and proposed Fleet shop facilities.
- Directs, develops, recommends, and administers the division's budget(s); develops revenue projections; establishes fleet vehicle and equipment rental rates; recommends and authorizes expenditures within limits of authority; administers internal fiscal control systems and procedures; oversees the use of automated fleet management and inventory systems; develops fleet vehicle and equipment rental rates based on statistical analysis of historical cost data, develop customer fleet budgets based on projections.
- Monitors legislation and assures division compliance with laws, regulations, statutes, and codes related to fleet management; oversees division compliance with hazardous materials requirements.
- Represents the Department as assigned; responds to and resolves complaints; participates on committees and task forces as assigned; conducts and/or attends meetings, classes, conferences, and workshops as assigned; compiles and presents reports to Board of Mayor and Aldermen; makes oral presentations to Board of Mayor and Aldermen, and community and business groups.
- Other related duties may also be performed; not all duties listed are necessarily performed by each individual holding this classification.

QUALIFICATIONS: Knowledge of:

- General principles, practices, methods, tools, and materials essential to modern fleet management, including the areas of preventive maintenance, diagnostics, repair, and inventory control; occupational hazards related to fleet management operations and appropriate safety practices.
- Principles and practices of modern public administration including planning, organizing, staffing, directing, and controlling.
- Principles and practices of human resources management, supervision, and training.
- Public relations practices and techniques.
- Current literature, laws, regulations, and developments, as well as various

agencies, that impact municipal fleet management operations.

- Research methods; report writing techniques; statistical concepts and methods; principles and techniques of project management.
- Facilities design and organization for fleet maintenance and repair operations.
- Fueling facility and system operation, management, and environmental oversight.

Skill in:

- Use of modern office equipment including computers, computer applications and software.
- Developing long range plans consistent with goals, objectives and available resources.
- Assessing and resolving problems effectively and efficiently.

Ability to:

- Manage a large city fleet management operation; meet critical deadlines; make decisions under pressure.
- Supervise subordinate personnel, including managers, supervisors, and technical staff.
- Develop, recommend, and administer policies and procedures necessary for efficient and effective fleet management.
- Develop, administer, and control a large fleet operations budget.
- Read and interpret complex laws and regulations impacting fleet management activities.
- Establish and maintain effective working relationships with public officials, co-workers, public/private agencies, and the general public.
- Prepare and present complex narrative and statistical reports, correspondence, and other documents.
- Speak before Board of Mayor and Aldermen and other large and small groups.
- Read, understand and interpret engineering plans, blueprints, schematics and drawings.

EXPERIENCE AND EDUCATION

Any combination of education and experience that would provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience:

Five years progressively responsible management/supervisory experience within a large Fleet Management organization.

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Education:

A Bachelor's degree from an accredited college or university with major course work in Public Administration, Business Administration, Engineering or a closely related field.

Certification:

Possession of a Equipment/Fleet Manager Certificate from a nationally recognized organization is highly desirable.

SPECIAL QUALIFICATIONS

Driver License:

Possession of a valid New Hampshire Driver License at the time of appointment. Individuals who do not meet this requirement due to physical disability will be reviewed on a case-by-case basis.

AUGUST 7, 2006 - POWER POINT PRESENTATION

Central Purchasing

Top Priorities for Central Purchasing

- Implement a purchasing card program
- Develop a coordinated purchasing strategy
- Develop citywide contracts
- Standardize the RFP and contracting process
- Develop plans for Central Supply Warehouse

What is a Purchasing Card?

A purchasing card (P-Card) is basically a credit card that provides the following:

Benefits to the City

- One monthly statement per card will be received for verification and reconciliation
- No need to prepare and obtain approval signatures on internal order forms
- Automated data entry
- Fewer accounts payable checks

Purchasing Card Benefits

Benefits to the Cardholder

- Obtain goods and services much faster and easier than before
- Significantly reduces workload related to the purchase of and payment for goods
- Allows the cardholder to be more efficient and to focus on the value added aspects of their job
- Significantly reduces clerical processing time and time associated with the approval process

Purchasing Card Benefits

Benefits to the Vendor

- Receives prompt payment
- Increases cash flow
- Eases operation
- Reduces paperwork
- Reduces accounts receivable overhead costs

Benchmark Study

A 2003 benchmark study by professors Richard J. Palmer of Eastern Illinois University and Mahendra Gupta of Washington University in St. Louis found that organizations using **purchasing cards save \$69 per transaction**, compared with old paper-based processes that rely on purchase orders, invoices, check payments, and the associated administrative and reconciliation functions.

Purchasing cards enabled organizations to reduce and redeploy headcount to higher value-added activities and, on average, **cut procurement cycle times by 74%** and the number of suppliers in an organization's database by 42%.

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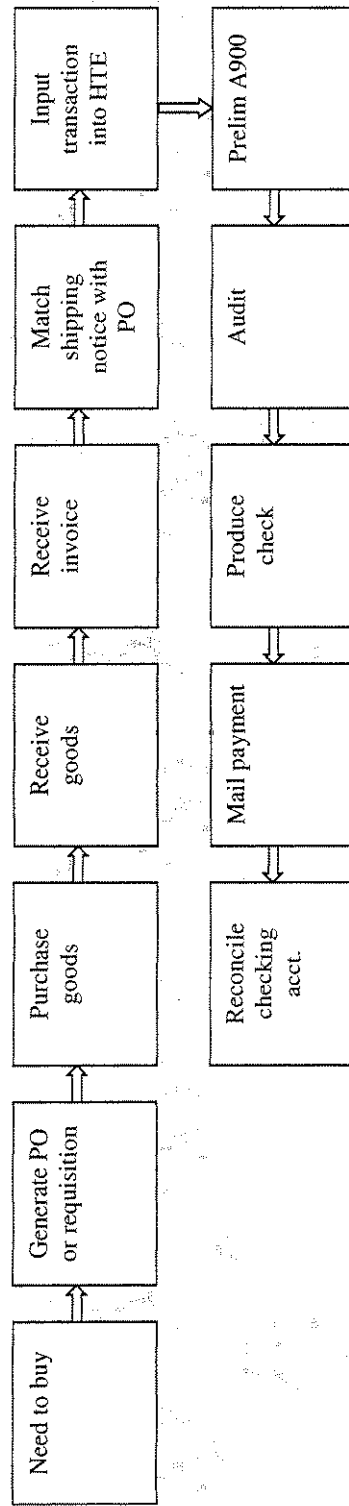
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What Does the Purchasing Card Replace?

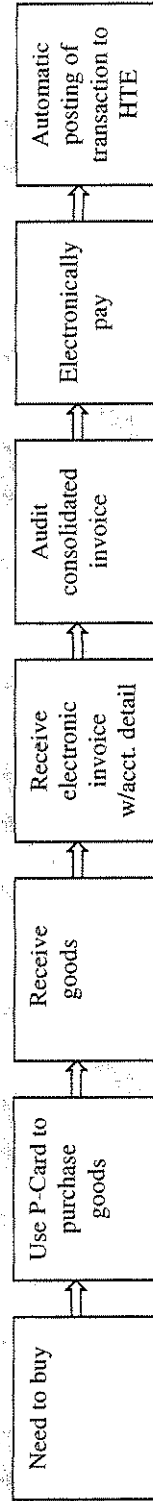
- Purchase orders
- Use of credit cards
- Travel expense reimbursements
- Petty cash

Re-engineering the Purchasing Process

Traditional purchase order (PO) process:



Purchase card (P-Card) process:



Average savings of \$60.00 per transaction compared to traditional PO process*

*Source: National Association of Purchasing Card Professionals

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City of Manchester-Merchant Summary for January through December 2005

Total dollars submitted

\$185,253,474*

Total dollars matched

\$40,519,691 (22%)**

*This number represents over 28,000 purchase orders at an estimated 4,500+ man hours of processing time.

**If the P-card system was in place, the City would have received \$518,652 in rebates on this dollar amount.

System Controls

- Approving official:
 - Monthly statement and reports available on-line 24/7/365
- Billing office:
 - Monthly invoices and reports available within 24 hours of cycle close
- Program administrator:
 - Cycle and system management reports available on-line
 - Ability to add/delete cards, change limits and reporting hierarchy on-line

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Control Features: Mitigating Risk

- Card limits
- Transaction limits/daily limits
- Country code blocking
- Cash advance blocking
- Merchant category blocking
- Specific supplier blocking
 - Block one/all suppliers
 - Enable one/many suppliers
- Master coverage insurance at no cost

Central Purchasing

- Positions in Central Purchasing will include Purchasing Agent, Administrative Assistant and Purchasing Assistant.
- Two assistants will be shared with Fleet Manager.
- Office funded from the purchasing card rebate and/or a charge to each department for specified line items.

Implementation Plan

- Lisa Thibault has been temporarily relocated to Finance to work on the program.
- Approve job description and begin process to hire a Purchasing Agent.
- A Purchasing Card Program Cardholder Guide has been developed and has been distributed to select departments for input.
- We are in the process of meeting with individual departments to provide an overview of the program and get input on who should be issued the P-cards, along with spending limits. Once this information is obtained, cards will be ordered and distributed.
- Letters will be sent to vendors not currently accepting the P-cards informing them of this new initiative and asking them to establish MasterCard acceptance. BMO will be working with the City to get vendors on board.

Fleet Management Services

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Top Priorities for Fleet Management

- Develop a multi-year replacement plan
- Develop a fleet policy
- Develop a coordinated maintenance program
- Develop plans for a consolidated garage
- Reduce the City fleet by 10%

Status of Recommendations from 1998 DMG-Maximus Report on City's Fleet

RECOMMENDATION #1:

Develop a multi-year replacement plan, a strategy for financing the plan and a strategy for the long-term internal funding of the plan. Estimated that the City should spend \$3.4 million on fleet renewal in the average year.

STATUS:

No multi-year replacement plan in place. Average age of fleet as of 2004 audit was 8.5 years and the average amount spent for fleet replacement is \$1.4 million.

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Status of Recommendations from 1998 DMG-Maximus Report on City's Fleet

RECOMMENDATION #2:

Build a new fleet maintenance facility that is appropriately sized and equipped to maintain most of the City's vehicles and equipment.

STATUS:

Several fleet maintenance facilities of various ages and conditions still exist. Highway, which maintains the largest fleet, has an old and poorly equipped garage.

Status of Recommendations from 1998 DMG-Maximus Report on City's Fleet

RECOMMENDATION #3:

Centralize most of the fleet and fleet maintenance operations under a new fleet management organization with Airport being the only department excluded.

STATUS:

All fleet operations are still decentralized.

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Status of Recommendations from 1998 DMG-Maximus Report on City's Fleet

RECOMMENDATION #4:

Provide a fleet management information system.

STATUS:

It is still difficult to obtain good reliable information on the condition of the fleet or the efficiency and effectiveness of the fleet maintenance facilities. Highway is using the HTE Fleet module to track repairs and cost jobs. Water Works has their own software package.

Savings Opportunities Outlined in DMG-Maximus Report

- Fleet reductions due to pooling and use of other alternatives. A 10% reduction in overall fleet size would reduce the additional funding needed for proper fleet renewal from \$1.6 million to \$1.3 million.
- New revenue from the timely disposal of vehicles and equipment is estimated at \$400,000 a year.
- Maintenance staff reductions as a result of consolidation, a newer and less maintenance intensive fleet, efficient shop layout, improved technician utilization and efficiencies, and a smaller fleet are estimated to represent \$425,000 per year.
- Parts consolidation will result in a reduced inventory.

Office of Fleet Management Services

- Create a new position of Fleet Manager to establish fleet management policies and procedures for all vehicles owned by the City and oversee vehicle management and reporting to ensure that safe, reliable and cost efficient vehicular resources are available to City employees.
- Support services to be provided by two assistants in Central Purchasing.

Implementation Plan

- Have job description approved and begin process to hire a Fleet Manager.
- Conduct research and begin work on a more comprehensive Fleet Management policy. Once a draft policy has been developed, it will be distributed to all departments for input before being submitted to the Committee on Community Improvement.
- Upon adoption of a comprehensive Fleet Management policy, meetings will be held with all departments to ensure full understanding and cooperation.
- Fleet Manager to review current fleet inventory to determine its condition, efficiency and effectiveness and report back to the Committee on Community Improvement with recommendations.



**City of Manchester
Department of Finance**

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(603) 624-6460
(603) 624-6549 Fax

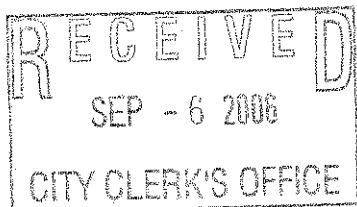
MEMORANDUM

Date: September 6, 2006
To: Members, Committee on Administration/Information Systems
From: Lisa Thibault *Lisa*
RE: **Purchasing Activities in Comparable Cities**

At the last meeting of the Committee on Administration/Information Systems, some discussion took place regarding what department, if any, Central Purchasing should be under. In order to give the Committee more information to work with, I did some research on cities that are comparable to Manchester in population and bond rating to find out how they handled purchasing.

Of the 41 cities I researched, 4 had no separate purchasing function, 22 had some type of purchasing division under the Finance Department, 2 had purchasing departments under an Office of Administrative Services and the rest had stand alone purchasing departments.

Attachment



72 45

Purchasing Activities in Cities Comparable to Manchester (pop. 75,000-150,000)

Moody's

<u>City/State</u>	<u>Rating</u>	<u>Information Obtained Via Website</u>
Alexandria, VA	Aaa	Purchasing Division under Finance Department
Arlington Heights, IL	Aa2	No separate purchasing function could be found on their website
Beaverton, OR	Aa2	Purchasing Division under Finance Department
Bellevue, WA	Aaa	Purchasing & Graphics Division and Contracting Services Division under Finance
Bloomington, MN	Aaa	Purchasing & Contracting Section under Finance Department
Boca Raton, FL	Aaa	Purchasing Division under Finance Department
Boulder, CO	Aa1	Purchasing Office under Finance Department
Cambridge, MA	Aaa	Purchasing Department
Carrollton, TX	Aa2	Purchasing Department
Cary, NC	Aaa	Purchasing is done under the Finance Department
Cedar Rapids, IA	Aaa	Purchasing Services Department
Charleston, SC	Aa2	Procurement Division under Finance Department
Columbia, MO	Aaa	Purchasing Division under Finance Department
Columbia, SC	Aaa	Purchasing Department
Coral Springs, FL	Aaa	Purchasing Department
Danbury, CT	Aa2	Purchasing Department
Davenport, IA	Aa2	Purchasing Division under Finance Department
Elgin, IL	Aa2	Purchasing Department
Eugene, OR	Aa2	Purchasing Office under Finance Department
Fargo, ND	Aa2	No separate purchasing function could be found on their website
Fort Collins, CO	Aa1	Purchasing Division under Finance Department
Green Bay, WI	Aa2	Purchasing Department
Hampton, VA	Aa2	Procurement Division under Finance Department
Lawrence, KS	Aa2	Purchasing Division under Finance Department
Naperville, IL	Aaa	Purchasing Division under Finance Department
Nashua, NH	Aa2	Purchasing Department under Admin. Services
Newton, MA	Aaa	Purchasing Department
Norwalk, CT	Aaa	Purchasing Department
Pasadena, CA	Aa2	Purchasing & Payables Department under Finance
Pembroke Pines, FL	Aaa	No separate purchasing function could be found on their website
Provo, UT	Aa2	Purchasing Division under Finance Department
Richardson, TX	Aa1	Purchasing Department
Rochester, MN	Aaa	Purchasing is done under the Finance Department
Roswell, GA	Aaa	Purchasing Department
San Mateo, CA	Aaa	Central Services Division under Finance
Santa Monica, CA	Aaa	No separate purchasing function could be found on their website
Sandy, UT	Aaa	Purchasing Division under Finance
Sioux City, IA	Aa2	Purchasing Division under Finance Department
Stamford, CT	Aaa	Purchasing Department is under the Office of Administration
Sterling Heights, MI	Aa2	Purchasing Office under Finance Department
Troy, MI	Aaa	Purchasing Department

Ratings Definitions

Aaa

Obligations rated Aaa are judged to be of the highest quality, with minimal credit risk.

Aa

Obligations rated Aa are judged to be of high quality and are subject to very low credit risk.

A

Obligations rated A are considered upper-medium grade and are subject to low credit risk.

Note: Moody's appends numerical modifiers 1, 2, and 3 to each generic rating classification from Aa through Caa. The modifier 1 indicates that the obligation ranks in the higher end of its generic rating category; the modifier 2 indicates a mid-range ranking; and the modifier 3 indicates a ranking in the lower end of that generic rating category.



**City of Manchester
Department of Finance**

One City Hall Plaza
Manchester, New Hampshire 03101
(603) 624-6460
(603) 624-6549 Fax

MEMORANDUM

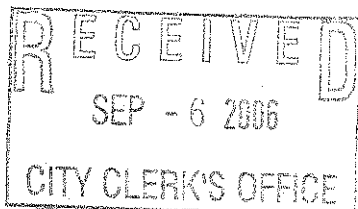
Date: September 6, 2006
To: Members, Committee on Administration/Information Systems
From: Lisa Thibault *Lra*
RE: Cell Phone/Pager Analysis

Attached please find an analysis of City cell phone/pager use for one month. The purpose of this analysis is to demonstrate just one area where a Central Purchasing Department could provide more consistent, efficient and cost-effective services.

Currently the City has seven vendors for cell phone/pager service and as you can see on the attached report, multiple calling plans at varying amounts. The result is that approximately thirty (30) invoices are processed every month and seven (7) separate checks are cut. There are no guidelines for the assignment of cell phones, no standards for cell phone equipment and service agreements, and no system in place to monitor usage patterns so that plans can be modified to better meet the needs of the users.

I have included a column for the minutes used to demonstrate the need for monitoring usage patterns and service plans so that the City is not wasting money on cell phones or pagers that are being underutilized. For example, the City spent \$1,078.77 for cell phones that were not used for the month represented in the report. I have also done some research and drafted a cell phone policy that the Board of Mayor and Aldermen may want to review and consider for adoption.

Attachment



Cell Phone Analysis for Invoices Paid 8/15/06

Vendor	Department/Employee	Calling Plan	Discount	Monthly Charge	Minutes Used
Cellco dba	Fire-Joe Kane	National Access - Unlim. Allow. @ 59.99	10.20	50.26	-
Verizon	Fire	America's Choice II for Bus 200 Share @ 34.99	5.95	30.12	42
	Fire	America's Choice II for Bus 200 Share @ 34.99	5.95	30.12	3
	Fire	America's Choice II for Bus 200 Share @ 34.99	5.95	30.12	93
	Fire	Corporate Price Plan 10 minutes @ 10.99		11.69	5
	Fire	Digital Multiregional Elite 90 Anytime 500+ @ 18.99		19.88	13
	Fire-Steve Morin	America's Choice II for Bus 200 Share @ 34.99	5.95	30.12	136
	Fire	America's Choice II for Bus 200 Share @ 34.99	5.95	30.12	68
	Fire	America's Choice II for Bus 200 Share @ 34.99	5.95	30.12	68
	Fire-Chris Blue	America's Choice II for Bus 200 Share @ 34.99 + Digital Paging @ 2.99	5.95	33.18	6
	Fire	America's Choice II for Bus 200 Share @ 34.99 + Mobile Web @ 6.95	5.95	37.07	39
	Fire	Digital Multiregional Elite 90 Anytime 500+ @ 16.99		18.46	45
	Fire	America's Choice II for Bus 200 Share @ 34.99	5.95	30.16	135
	Fire	America's Choice II for Bus 200 Share @ 34.99	5.95	30.32	45
	Fire	National Access - Unlim. Allow. @ 59.99	10.20	50.26	-
	Fire	National Access - Unlim. Allow. @ 59.99	10.20	50.26	-
	Fire	National Access - Unlim. Allow. @ 59.99	10.20	50.26	-
	Fire	Elite Price Plan @ 8.99		9.65	-
	Fire	National Access - Unlim. Allow. @ 59.99	10.20	50.26	-
Fire Subtotal			\$ 110.50	\$ 622.43	698
Cellco dba	Airport - Sheriff's Dept	America's Choice II 300 Anytime @ 34.99	9.45	25.54	104
Verizon	Airport	America's Choice II 300 Anytime @ 34.99 + 1000 In Network Min @ 10.00	3.50	41.59	187
	Airport	Digital Multiregional Elite 90 Anytime 500+ @ 16.99		16.99	4
	Airport	Singlerate NE 550 @ 55.00		55.00	-
	Airport	Corporate Flat Rate 0301 @ 11.99		11.99	-
	Airport	Digital Multiregional Elite 90 Anytime 500+ @ 16.99		16.99	11
	Airport	Corporate Flat Rate 0301 @ 11.99		22.44	2
	Airport	America's Choice 300 Anytime @ 34.99	2.80	32.19	6
	Airport	Corporate Price Plan @ 10.99		10.99	-
	Airport	Singlerate NE 300 @ 35.00		35.00	-
	Airport	Analog Digitalchoice @ 18.99		18.99	7
	Airport	Local Digital Choice 60 Anytime @ 24.99		24.99	15
	Airport-Donald Panzieri	America's Choice 300 Anytime @ 35.00	4.20	30.80	-
	Airport-Maint. Shop	America's Choice II 450 Anytime @ 39.99	4.00	35.99	375
	Airport	America's Choice 500 Anytime @ 49.99	8.50	41.49	17
	Airport	America's Choice II 450 Anytime @ 39.99	4.00	73.89	1,775
	Airport-Emergency	Corporate Price Plan @ 10.99		10.99	-
	Airport	Corporate Price Plan @ 10.99		10.99	-
	Airport-Paul Mueller	America's Choice II for Bus 450 @ 44.99	17.55	73.66	-
	Airport-Brian O'Neill	America's Choice II for Bus 900 @ 64.99	21.35	95.34	1,334
	Airport-Steve Adams	America's Choice II for Bus 900 @ 64.99		70.66	1,130
	Airport-Kevin Dillon	America's Choice II for Bus 450 @ 44.99	17.55	80.05	507
	Airport-Rich Fidler	America's Choice II for Bus 450 @ 44.99	17.55	73.91	641
	Airport-Paul Connolly	America's Choice II for Bus 450 @ 44.99	17.55	73.66	273
	Airport-Bruce Allen	America's Choice II for Bus 450 @ 44.99	17.55	74.56	213
	Airport-Chris Gursky	America's Choice II for Bus 900 @ 64.99	21.35	90.70	708
	Airport-Mike Farren	America's Choice II for Bus 450 @ 44.99	17.55	73.66	68
	Airport-Tom Malafronte	America's Choice II for Bus 450 @ 44.99	17.55	73.95	347
	Airport-Dave Bush	America's Choice II for Bus 900 @ 64.99	21.35	91.80	1,305
	Airport-Wayne Robinson	America's Choice II for Bus 450 @ 44.99		46.40	6
Nextel	Airport-Tom M.	National Shared Minutes 70 @ 70.99	12.60	69.52	622
	Airport-John Adams	Local Instant Connect 700 @ 50.99	9.00	246.27	1,491
	Airport-M. Legre	Nextel Local Connect 700 @ 65.99	11.70	62.93	443
	Airport-C. Braley	Nextel Local Connect 700 @ 55.99	9.90	60.08	907
	Airport-M. Venti	Nextel Local Connect 700 @ 70.94	11.70	61.84	296
	Airport-S. Gannon	National Shared 50 @ 59.99	10.80	50.32	131
	Airport-John Hagopian	National Shared Minutes 70 @ 79.99	14.40	71.67	481
	Airport-Nicholas Perez	National Shared Minutes 70 @ 89.99	16.20	75.76	447
	Airport-Scott B.	Local Instant Connect 500 @ 41.99	7.20	38.93	482
	Airport	Local Instant Connect 500 @ 41.99	7.20	200.62	2,308
Airport Subtotal			\$ 334.05	\$ 2,373.14	16,643

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Cell Phone Analysis for Invoices Paid 8/15/06

Vendor	Department/Employee	Calling Plan	Discount	Monthly Charge	Minutes Used
Verizon	Highway-Bob Roy	America's Choice Business Shareplan 400 Anytime @ 44.99	7.65	41.26	503
	Highway-Bob Neveu	America's Choice Business Shareplan 400 Anytime @ 44.99	7.65	41.26	1,194
	Highway-Steve Tierney	America's Choice Business Shareplan 400 Anytime @ 44.99	7.65	41.26	790
	Highway-Frank Thomas	America's Choice Business Shareplan 400 Anytime @ 44.99	7.65	41.26	329
	Highway-Kevin Sheppard	America's Choice Business Shareplan 400 Anytime @ 44.99	7.65	41.74	1,112
	Highway-Joanne McLaughlin	America's Choice Business Shareplan 400 Anytime @ 44.99	7.65	41.26	425
	Highway-Ned Desrosiers	America's Choice Business Shareplan 400 Anytime @ 44.99	7.65	41.26	274
Nextel	Highway-Peter Capano	Local Instant Connect 500 @ 41.99	7.20	36.30	164
Highway Subtotal			\$ 60.75	\$ 325.60	4,791
Verizon	Health-Community Health	America's Choice II Family Shareplan Secondary 700 Share @ 9.99		10.67	6
	Health-Fred Rusczek	Broadband Access Unlimited @ 59.99		60.46	-
	Health-Josie Holguin	America's Choice II Family Shareplan Secondary 700 Share @ 9.99		10.67	89
	Health-Dental	America's Choice II Family Shareplan Secondary 700 Share @ 9.99		10.67	15
	Health-School	America's Choice II Family Shareplan Primary 700 Anytime 60.00	9.00	52.53	29
Nextel	Health	Nextel Local Connect 200 @ 48.98	8.10	41.83	-
	Health	Nextel Local Connect 200 @ 48.98	8.10	41.33	-
	Health	Nextel Local Connect 200 @ 48.98	8.10	42.64	153
	Health	Nextel Local Connect 200 @ 48.98	8.10	41.83	-
	Health	Nextel Local Connect 200 @ 48.98	8.10	46.98	383
	Health	Nextel Local Connect 200 @ 48.98	8.10	41.83	41
	Health	Nextel Local Connect 200 @ 48.98	8.10	41.83	-
	Health	Nextel Local Connect 200 @ 48.98	8.10	41.83	68
	Health	Nextel Local Connect 200 @ 48.98	8.10	41.83	-
	Health	Nextel Local Connect 200 @ 48.98	8.10	41.83	-
Health Subtotal			\$ 81.90	\$ 526.93	784
Verizon	Parks & Rec-Don Sowa	America's Choice II 450 Anytime @ 39.99	\$ 9.87	\$ 76.69	529
U.S. Cellular	Traffic-Jon Baron	CDMA Corp Comb Regional 650 @ 40.00 + Car Adapter @ 52.48		95.43	142
	Traffic-Tom Tom	CDMA Corp Comb Regional 650 @ 40.00		45.53	-
	Traffic-Jim Hoben	CDMA Corp Comb Regional 650 @ 40.00		45.53	155
	Traffic-Jim M.	CDMA Corp Comb Regional 650 @ 40.00		45.53	795
	Traffic-Steve C.	CDMA Corp Comb Regional 650 @ 40.00		45.53	35
	Traffic-Guy P.	CDMA Corp Comb Regional 650 @ 40.00 + GPS handset @ 52.53		95.48	93
	Traffic-Denise	CDMA Corp Comb Regional 650 @ 40.00		72.90	377
Traffic Subtotal			-	\$ 445.93	1,597
U.S. Cellular	City Clerk-Matt Normand	Pager @ 9.95		\$ 11.63	
U.S. Cellular	Library	CDMA Regional 500 @ 35.00		\$ 42.43	65
Arch Wireless	Human Resources	CDMA Regional 800 @ 50.00		\$ 177.53	261
Arch Wireless	Info. Systems	Pagers (4)		\$ 66.43	
Arch Wireless	Fire	Pagers (81)		\$ 2,138.66	
Arch Wireless	Health	Pagers (14)		\$ 163.32	
Arch Wireless	Airport	Pagers (74)		\$ 927.43	
Arch Wireless	Highway	Pagers (6)		\$ 64.52	
Nextel	OYS	National Free Incoming 80 @ 79.99	14.40	69.98	119
	OYS	National Free Incoming 80 @ 79.99	14.40	69.98	143
OYS Subtotal			\$ 28.80	\$ 139.96	262

Cell Phone Analysis for Invoices Paid 8/15/06

Vendor	Department/Employee	Calling Plan	Discount	Monthly Charge	Minutes Used
Nextel	Building Maint.-Joe Miville	National Team Share Add-on @ 19.99	3.60	16.76	22
	Building Maint.-Eric Krueger	National Team Share 400 @ 41.99	7.20	35.55	456
	Building Maint.-Ken Plumber	National Team Share Add-on @ 15.00	7.70	7.54	48
	Building Maint.-Office	National Team Share Add-on @ 18.00	7.70	10.58	-
	Building Maint.-Keith Spare	National Team Share Add-on @ 18.00	7.70	10.43	63
	Building Maint.-Mark F.	National Team Share Add-on @ 18.00	7.70	10.73	50
	Building Maint.-Chris Dan	National Team Share 400 @ 44.99	12.20	33.37	206
	Building Maint.-Armand	National Team Share 400 @ 44.99	12.20	33.37	195
	Building Maint.-Al	National Team Share Add-on @ 18.00	7.70	10.58	28
	Building Maint.-Mark L.	National Team Share 400 @ 44.99	12.20	33.77	166
	Building Maint.-Barbara	National Team Share 400 @ 44.99	12.20	33.37	31
	Building Maint.-Bob	National Team Share 400 @ 44.99	12.20	23.08	538
	Building Maint.-Bill	National Team Share 400 @ 44.99	12.20	33.22	411
	Building Maint.-Dave	National Team Share 400 @ 41.99		21.76	493
	Building Maint.-Nate Joe	National Team Share 400 @ 44.99	12.20	34.64	165
	Building Maint.-Tim	National Team Share 400 @ 41.99	12.20	30.28	691
	Building Maint.-TBD	National Team Share Add-on @ 21.99	3.60	18.61	404
Building Subtotal			\$ 150.50	\$ 397.64	3,967
Nextel	Police-Leidemer	National Team Share 1200 @ 91.99	16.20	76.84	95
	Police-G. Simmons	National Team Share 1200 @ 91.99	16.20	76.84	21
	Police-Legasse	National Team Share 1200 @ 90.99	16.20	78.68	103
	Police-Langton	National Team Share Add-on @ 16.00	2.70	15.44	479
	Police-Jaskolka	National Team Share Add-on @ 17.00	2.70	14.46	150
	Police-Kelly	National Team Share Add-on @ 16.00	2.70	13.46	413
	Police-Roach	National Team Share Add-on @ 16.00	2.70	13.46	3
	Police-Disabato	National Team Share Add-on @ 16.00	2.70	13.46	285
	Police-Dussault	National Team Share Add-on @ 16.00	2.70	13.46	314
	Police-R. Ranfos	National Team Share Add-on @ 16.00	2.70	13.46	296
	Police-Charbonneau	National Team Share Add-on @ 16.00	2.70	13.46	50
	Police-Soucy	National Team Share Add-on @ 16.00	2.70	17.72	962
	Police-Winn	National Team Share 1200 @ 90.99	16.20	75.84	-
	Police-Kincaid	National Team Share 1200 @ 90.99	16.20	77.56	282
	Police-Boiduc	National Team Share 1200 @ 90.99	16.20	75.99	254
	Police-Tracy	National Team Share 1200 @ 90.99	16.20	75.99	273
	Police-Reilly	National Team Share Add-on @ 16.00	2.70	13.61	185
	Police-Olson	National Team Share Add-on @ 16.00	2.70	13.61	39
	Police-Lussier	National Team Share Add-on @ 16.00	2.70	13.46	102
	Police-Parking Enforcement	National Team Share Add-on @ 16.00	2.70	13.61	294
	Police-Mara	National Team Share Add-on @ 16.00	2.70	13.76	73
	Police-Crime Scene	National Team Share Add-on @ 16.00	2.70	13.46	10
	Police-Walsh	National Team Share Add-on @ 16.00	2.70	13.61	119
	Police-Dispatch Supervisor	National Team Share Add-on @ 16.00	2.70	13.61	13
	Police-Tessier	National Team Share Add-on @ 16.00	2.70	13.61	134
	Police-Valenti	National Team Share Add-on @ 16.00	2.70	13.61	228
	Police-S. Ranfos	National Team Share Add-on @ 16.00	2.70	13.61	115
	Police-Fowke	National Team Share Add-on @ 17.00	2.70	15.88	354
	Police-Davies	National Team Share Add-on @ 16.00	2.70	13.61	122
	Police-Kinney	National Team Share Add-on @ 16.00	2.70	13.46	278
	Police-Goodno	National Team Share Add-on @ 16.00	2.70	13.61	416
	Police-S. Simmons	National Team Share Add-on @ 16.00	2.70	13.46	82
	Police-Fournier	National Team Share Add-on @ 16.00	2.70	13.46	16
	Police-Doughty	National Team Share Add-on @ 16.00	2.70	13.46	36
	Police-Hopkins	National Team Share Add-on @ 16.00	2.70	13.46	-
	Police-Bartlett	National Team Share Add-on @ 16.00	2.70	16.45	105
	Police-Lessard	National Team Share Add-on @ 16.00	2.70	14.37	214
	Police-Boles	National Team Share Add-on @ 16.00	2.70	13.61	98
	Police-Cunha	National Team Share Add-on @ 15.00	2.70	12.61	255
	Police-Mello	National Team Share Add-on @ 16.00	2.70	13.61	156
	Police-Willard	National Team Share Add-on @ 16.00	2.70	13.46	592
	Police-O'Leary	National Team Share Add-on @ 17.00	2.70	14.46	-
	Police-Favreau	National Team Share Add-on @ 16.00	2.70	13.61	389
	Police-Keith Phelps	Nextel National Shared 20 @ 49.99	9.00	41.99	64
	Police-Scott Harrington	Nextel National Shared 20 @ 49.99	9.00	202.56	756
	Police-Mark ODonogh	Nextel National Shared 20 @ 49.99	9.00	66.07	282
	Police-Liz Clouthier	Nextel National Shared 20 @ 49.99	9.00	43.26	204
	Police-MPD Dart Unit	Nextel National Shared UD @ 39.99	7.20	33.68	-
	Police	Nextel National Shared 20 @ 55.98	17.00	39.91	382
	Police-Bob	Nextel Get Right Through @ 52.98	9.00	131.26	974
	Police-Steve	Nextel Get Right Through @ 52.98	9.00	52.63	557
	Police-Rich	Nextel Get Right Through @ 52.98	9.00	51.60	568
	Police-Eric	Nextel Get Right Through @ 52.98	9.00	44.98	253
	Police-Kevin	Nextel Get Right Through @ 52.98	9.00	50.00	474
	Police-SIU 1	Add-A-Phone @ 38.31	6.00	33.11	-
	Police-SIU 2	Add-A-Phone @ 38.31	6.00	68.51	88
Police Subtotal			\$ 327.80	\$ 1,897.82	13,007

7B

Cell Phone Analysis for Invoices Paid 8/15/06

Vendor	Department/Employee	Calling Plan	Discount	Monthly Charge	Minutes Used
Nextel	EPD-Maint.	Sprint Biz Essentials 400 @ 42.98	7.20	36.54	18
	EPD-R. Cantu	National Team Share Add-on @ 19.99	2.70	17.63	129
	EPD-Fred McNeill	Add-A-Phone @ 22.99	8.60	14.55	365
	EPD-Tom Corey	Sprint Biz Essentials 400 @ 42.98	8.60	31.32	60
	EPD-John Patten	Add-A-Phone @ 22.99	8.60	14.70	38
	EPD-Kirk Ray	Add-A-Phone @ 22.99	8.60	14.70	80
	EPD-Rob Robinson	Add-A-Phone @ 22.99	8.60	14.70	40
	EPD-Mike Kilrain	Sprint Biz Essentials 400 @ 42.98	12.20	31.17	35
	EPD-Office	Add-A-Phone @ 22.99	3.60	19.61	-
	EPD-Brian F.	Sprint Biz Essentials 400 @ 42.98	10.20	33.35	207
	EPD-Foreman	Add-A-Phone @ 22.99	6.59	16.77	20
	EPD-Operator	Add-A-Phone @ 22.99	6.59	16.77	10
	EPD-Cohas	Add-A-Phone @ 22.99	3.60	19.61	-
	EPD	Subtotal	\$ 95.68	\$ 281.42	1,002
Sprint	Water Works	PCS Ready Link Plan @ 45.00	12.50	39.05	11
		PCS Ready Link Plan @ 45.00	12.50	39.05	29
		PCS Ready Link Plan @ 50.00	13.75	42.91	104
		PCS Ready Link Plan @ 50.00	13.75	42.91	392
		PCS Ready Link Plan @ 50.00	13.75	42.91	20
		PCS Ready Link Plan @ 50.00	13.75	42.91	17
		PCS Ready Link Plan @ 50.00	13.75	42.91	102
		PCS Ready Link Plan @ 50.00	13.75	44.31	531
		PCS Ready Link Plan @ 50.00	13.75	45.71	85
		PCS Ready Link Plan @ 50.00	13.75	42.91	308
		PCS Ready Link Plan @ 50.00	13.75	42.91	53
		PCS Ready Link Plan @ 50.00	13.75	42.91	159
		PCS Ready Link Plan @ 45.00	12.50	39.05	35
		PCS Ready Link Plan @ 50.00	13.75	42.91	-
	Water Works	Subtotal	\$ 188.75	\$ 593.36	1,846
T-Mobile	Finance-Randy	BB, BIS & BES Access @ \$69.99		\$ 81.67	212
GRAND TOTAL			\$ 1,388.60	\$ 11,354.54	45,664

Total # of cell phones: 184
Avg. monthly cost: \$40.31

Total # of pagers: 194
Avg. monthly cost: \$34.78

Note: There were 30 invoices processed and 7 checks cut for cell phones/pagers for the month.

DRAFT

CITY OF MANCHESTER



CELL PHONE POLICY

7B

Purpose

The City of Manchester may provide cell phones to employees to improve customer service and enhance business efficiency. To that end, we would like to provide the most consistent, convenient and cost-effective cell phone services possible. The objectives of this policy are to:

- Provide guidelines to employees who require a cell phone to conduct City business;
- Apply standards to the cell phone equipment and service agreements used by City employees;
- Simplify and make more manageable the City's relationship with cell phone vendors;
- Provide a system for monitoring cell phone usage patterns so that plans can be routinely modified to better meet the needs of the user;
- Ensure that the City's acquisition of cell phone service is cost-effective; and
- Establish a system for monitoring future developments in cell services and selecting those that meet the needs of the City.

Eligibility and Approval

Cell phones and services may be provided to certain City employees to conduct activities related to their employment that either cannot be conducted on a landline telephone or for which it would be inefficient to use a landline telephone. Requests for cell phones must be approved by the employee's department head (who will determine need) and the Central Purchasing Department (who will provide advice on the most appropriate equipment and plans). Once approved, the employee will receive a cell phone agreement (see attached) and will sign said Agreement indicating acceptance of the terms of the issuance of a City cell phone. Upon completion of the Agreement, the employee will be issued a cell phone by the Central Purchasing Department.

Personal Calls

The City provides cell phones to employees for the purpose of conducting City business. The use of City-owned cell equipment to make or receive personal calls is discouraged, although it is understood that usage for personal reasons may be necessary in emergency situations. Employees must realize that although personal calls made within the local calling region and under the usage limits provided by the employee's plan do not result in additional charges, they do count toward the overall time limits established under the service agreement. Any overage, long distance roaming or other charges realized by the employee for personal calls shall be the responsibility of the employee. Reimbursement for personal use must be made to the City within fifteen (15) days of receipt of the itemized billing statement and reconciliation of same.

Plans, Handsets, Features and Accessories

The City will contract for a set of usage plans, handsets, features and telephone accessories that will serve the needs of most employees. An employee wishing to have features other than those offered in the available programs must have approval of his or her department head and the Central Purchasing Department.

Damage, Loss or Theft

Handsets or other equipment that is damaged in the course of business should be brought to the Central Purchasing Department, who will contact the vendor for replacement or repair. Lost or stolen cell equipment should be immediately reported to the employee's supervisor and to the Central Purchasing Department so that the service can be cancelled. All costs incurred for replacement or repair will be the responsibility of the employee's department.

Program Management

The relationship with cell providers shall be managed through the Central Purchasing Department. Central Purchasing staff will place all orders for cell telephones and services with the contracted vendor, take delivery of equipment and contact employees when it arrives. Central Purchasing staff will monitor plans and overall usage and suggest changes in service agreements to provide the most convenient and economical plan to the employee.

Employees may call the local representatives of the contracted vendor or vendors to discuss the various options available on City sponsored programs.

The Central Purchasing Department will also monitor changes in cell telephone technologies and make recommendations for improvements in the City's equipment on an as needed basis.

CITY OF MANCHESTER CELL PHONE AGREEMENT

By signing below I understand and agree to all the conditions of issuance of a City of Manchester cell phone:

1. I am responsible for all personal calls. Plan minutes are set at _____ per month at a rate of \$_____ plus taxes per month, both of which are subject to change. This equates to a per minute cost of \$_____ for all calls made within the plan minutes, which is also subject to change. I also understand that I am personally responsible for all long distance and roaming charges that are applicable to all personal phone calls. I understand this phone is to be used for City business and that although personal phone calls are allowed they will be kept to a minimum.
2. I understand and agree that I will not use the City cell phone in an unsafe manner while operating a motor vehicle or other equipment provided by the City. I will also apply the same required safety considerations of using a City cell phone while using my personal vehicle.
3. I understand and agree that if I lose the cell phone I am responsible for paying for its replacement unless sufficient evidence can be supplied that the phone was stolen or lost outside my control. Exceptions may be made by my department head.
4. I will make reimbursement to the City for all personal calls within 15 days of receipt of the itemized billing statement and reconciliation of same. Said reimbursement will include charges for personal minutes used including long distance and roaming charges and applicable taxes. Cell phone billings are subject to audits by the City as well as other entities. I also acknowledge that cell phone bills and other documents are public records.
5. I agree to adhere to the City's cell phone policy.
6. I understand and agree that in the event I do not adhere to any part of this agreement or the City's cell phone policy I may be subject to termination of access to a City cell phone and/or other disciplinary action.

Employee Signature _____

Date _____

For Use By The Central Purchasing Department:

Cell Phone Model Issued: _____

Date: _____

By: _____

7B



**City of Manchester
Department of Finance**

One City Hall Plaza
Manchester, New Hampshire 03101
Phone: (603) 624-6460
Fax: (603) 624-6549

September 18, 2006

Alderman Dan O'Neil, Chairman
Committee on Administration / Information Systems
C/o City Clerk Office
One City Hall Plaza
Manchester, NH 03101

RE: Centralizing purchasing for printing needs

Dear Alderman O'Neil and Committee Members:

The City has been approached by Specialized Purchasing Consultants Corporation (SPC) to perform a needs assessment and analysis of the City's reprographic systems including copiers, system printers and outside printing requirements. SPC is proposing to use the results of the assessment and analysis to design a reprographic system that will increase the City's capabilities, while reducing our costs. SPC is proposing a similar program with the School District; has made a presentation to the Finance Department and held brief discussions with the mayor.

Based on similar municipal and school district assessments performed by SPC throughout Maine and New Hampshire, there is a potential for the City to realize annual savings in excess of \$100,000. I have enclosed for your review a copy of the summary provided by SPC.

At this time I am requesting approval from the Committee to contract with SPC to undertake the needs assessment and analysis. Upon its completion, I will submit the results back to the Committee. I, along with a representative of SPC, will be available at the next Committee meeting to address any questions you might have relative to this request.

Respectfully submitted,

Randy M. Sherman
Deputy Finance Officer

Cc: Kevin Clougherty

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Sample References & Purchasing Power of SPC in New Hampshire & Maine

Photocopiers

Municipality	Contact	Tel #	Volume	Population	Average CPP*	Total Cost Before SPC	Total CPP w/ SPC	Total Cost w/SPC	5 Year Cost Savings #	Vendor(s) Awarded the Bid
Augusta ME	Ralph St. Pierre	207-626-2300 X-4168	1,079,578	18,560	\$0.0212	\$22,887.05	\$0.00680	\$7,341.13	\$77,729.62	Apgar & Ikon
Cape Elizabeth ME	Pauline Apotria	207-799-2217	183,495	9,068	\$0.0250	\$4,587.38	\$0.00599	\$1,099.14	\$17,441.20	Ikon
Kennebunkport ME	Nathan Poore	207-967-4243 X-1	310,480	10,476	\$0.0270	\$8,379.86	\$0.00585	\$1,816.31	\$32,817.74	Ikon
Saco ME	Richard Michaud	207-282-4191	767,054	16,822	\$0.0312	\$23,932.08	\$0.00646	\$4,955.17	\$94,884.58	Ikon & Xerox
Derry NH	Russell Marcoux	603-432-6100	1,029,998	22,500	\$0.0151	\$15,511.77	\$0.00552	\$5,685.59	\$49,130.90	Imagistics & Ikon
Totals & Averages >			3,370,605	77,426	\$0.0223	\$75,298.14	\$0.0062	\$20,897.33	\$272,004.04	#4 Different Vendors
Average Number of Copies per Person Per Year >			44							

Equipment Purchasing & SPC's Compensation:

Example....If retail is \$25,000, then SPC's pricing directly through the Manufacturer is approx \$7,500.

SPC's Compensation is based on 11%. Above example our fee would be \$825.

Also, if the average cost per print is \$0.00558 (without SPC) as indicated above, our fee is \$0.000614. (CPC with SPC = \$0.0062)

Or based on 1,000,000 prints is \$614.00.

* Note: This category primarily includes just 'Service & Supplies', however, with some clients with shown with an *, a portion of the equipment was included in this category as a cost per copy rental.

#Note: A portion of the cost savings were allocated to help pay for new equipment that was needed at the time of the upgrade.

Manchester City SPC Appraisal 4/21/2006

CPC Range	Cost-Per-Print	Population	Volume	Total Cost Before SPC	Total CPP w/ SPC's Compensation Included	Total Cost w/SPC's Fee	5 Year Cost Savings #
Highest	\$0.0312	108871	4,790,324	\$149,458.11	\$0.00620	\$29,700.01	\$598,790.50
Average	\$0.0223		4,790,324	\$106,824.23	\$0.00620	\$29,700.01	\$385,621.08
Lowest	\$0.0151		4,790,324	\$72,333.89	\$0.00620	\$29,700.01	\$213,169.42

'Questions Often Asked with the Answers'

1. Why is the average 'cost-per-print' for service & supplies as high \$0.0194 in the above comparisons when in reality it is not difficult to acquire cost per prints as low as \$0.0049 per print?

Answer: The industry thrives on confusion!! The more invoices the better. With most municipalities, they have multiple individual monthly or quarterly billing.. For example one of our clients that we upgraded in March of 2006 had Twenty-Eight individual Service & Supply Contracts that were all over the place, ranging from a low of \$0.007 to an incredible high of \$2.56 per print (This machine was being hardly used but they were being invoiced \$536.00 per year); Monthly & Quarterly billing had been set up by the vendors that does not take into account the massive fluctuations in monthly volumes. During the summer months, machines are often idle and yet they are being billed for a minimum amount of copies. On the other hand, during heavy usage months you are hit for an overage! They had literally hundreds of invoices (28 X 12 = 336+- invoices each year) that were impossible to monitor or control without massive amount of time being spent. As a result the cost-per-print goes through the roof.

The only way you can determine exactly what your cost-per-print is to examine both the invoice while you cross verify with the actual meter reads. SPC will offer to do such an audit as part of their contract and establish a simple all inclusive blanket one invoice per year where you pay for what you use, nothing more and nothing less.

2. Do I have to replace all my equipment to get these prices?

Answer: No! After SPC does their onsite inspection and survey of key operators, we establish a five year plan that may only replace 25% of your equipment. Anyone is able to drop the cost of operation on new equipment replaced. But the above examples did not replace all of their equipment and yet we were able to drop the cost of operation on the entire copier base.

Example; Client has 30 machines and is doing 5,000,000 prints per year. After an SPC audit, 7 machines were earmarked as necessary to be replaced. These 7 machines are doing 1.5 million prints. SPC will not only drop the cost of operation on the 1.5 million prints but also drop the cost-per-print on the 3.5 million prints that are being done on the remaining units! Therefore, the entire 5,000,000 prints for the entire 30 machines drops dramatically! That is what you are seeing with the school districts mentioned above.

3. With the dropping of cost of operation, will my quality of service go down?

Answer: Absolutely not! In fact it will improve. Why? SPC will not only drop the cost of operation, it will initiate Five Year Warranties on both the new and EXISTING equipment that is not replaced. SPC, along with the vendor who is awarded the bid, jointly warranty the new and existing equipment. In addition, because SPC is the largest buyer of equipment across three states; Maine, NH and Vermont, we are able to use this buying power to ensure that the vendors provide you with better service than you have ever had before.

4. I am in the middle of a contractual agreement, how am I able to take advantage of these cost savings?

Answer:! Using our buying power, we are able to renegotiate all of your contracts while improving the quality of the equipment and service!

Please feel free to call any of our clients for a reference!



**City of Manchester
Department of Finance**

One City Hall Plaza
Manchester, New Hampshire 03101
(603) 624-6460
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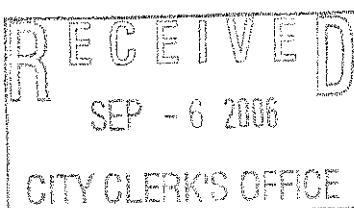
MEMORANDUM

Date: September 6, 2006
To: Members, Committee on Administration/Information Systems
From: Lisa Thibault *Lisa*
RE: W.B. Mason Analysis

Attached please find a six-month analysis of office supply orders placed with W.B. Mason. Please note that W. B. Mason is not the only vendor the City uses for office supply purchases, however, they do receive the largest volume of business. The purpose of this analysis is to demonstrate another area where a Central Purchasing Department could provide more efficient and cost-effective services by purchasing in bulk and establishing a warehouse for common office supplies.

The report runs from January 3 through July 28 and represents 144 business days, of which only four had no ordering activity. The total number of invoices processed were 447, with an average of three orders being placed per day. The average amount spent per invoice was \$182.89. If you take the low average of 10 minutes per invoice, that equates to approximately 74.5 hours of processing time for just one vendor for six months.

Attachment



W.B. Mason
Office Supply Analysis
1/3/06 - 7/28/06

Date Ordered	Department	Total \$ Spent
January 3, 2006	Water Works	182.75
	Police	120.78
	EPD	153.78
	Building	7.23
	Airport	356.00
	OYS	32.35
January 4, 2006	Parks & Rec.	91.74
	Tax	334.03
	Water Works	403.30
	Tax	2.79
January 5, 2006	Health	164.00
	Water Works	130.00
	Planning	183.89
	Fire	23.58
January 6, 2006	Fire	91.96
	Solicitor	62.02
January 9, 2006	Finance	38.10
	Assessors	42.73
	Fire	413.04
	Building	73.27
	Solicitor	79.98
January 10, 2006	Health	36.75
	Airport	189.14
	Building	33.00
	Planning	89.49
	Airport	491.16
January 11, 2006	Parks & Rec.	257.17
January 12, 2006	Police	245.78
	Water Works	23.56
	Planning	82.14
	OYS	89.23
January 13, 2006	Planning	270.96
	Tax	135.80
	Finance	161.70
January 16, 2006	Water Works	196.36
January 17, 2006	Airport	244.35
	Health	9.24
	Water Works	59.20

W.B. Mason
Office Supply Analysis
1/3/06 - 7/28/06

Date Ordered	Department	Total \$ Spent
January 18, 2006	Parks & Rec.	48.73
	EPD	94.99
	Fire	132.07
	Police	459.80
January 19, 2006	Assessors	60.00
	Planning	225.00
	EPD	119.96
	Library	292.31
January 20, 2006	Fire	56.07
	Health	335.03
	Tax	324.57
January 23, 2006	Mayor's Office	90.95
January 24, 2006	Assessors	73.73
	Health	29.99
	Assessors	198.56
	Health	0.85
	Fire	70.81
	Water Works	211.75
	HR	23.11
January 25, 2006	City Clerk	141.95
	City Clerk	80.26
January 26, 2006	Building	144.62
	Health	15.04
	Library	69.60
	Library	177.90
January 27, 2006	EPD	158.77
January 30, 2006	Fire	22.80
	Senior Services	653.90
January 31, 2006	Police	144.50
	Water Works	49.65
	Finance	208.32
JANUARY TOTAL	69 invoices	\$ 10,317.94
February 1, 2006	Airport	195.49
	Planning	342.44
	Police	251.13
	Water Works	53.88
February 2, 2006	Library	21.21
	EPD	57.24

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W.B. Mason
Office Supply Analysis
1/3/06 - 7/28/06

Date Ordered	Department	Total \$ Spent
February 3, 2006	Planning	12.18
	HR	26.72
February 6, 2006	Airport	64.40
	Building	60.96
February 7, 2006	Info. Systems	250.90
	Building	2.02
	OYS	13.82
February 8, 2006	Solicitor	344.49
	Airport	67.00
	Police	89.63
	Mayor's Office	61.09
	Water Works	223.18
	Library	528.37
February 9, 2006	Info. Systems	299.90
	Finance	21.90
February 10, 2006	Health	9.86
	Health	50.46
February 13, 2006	Police	546.87
	Police	83.80
	Water Works	144.71
February 14, 2006	Assessors	157.48
	Solicitor	198.56
	EPD	273.40
February 15, 2006	Airport	475.00
	Police	1,278.00
	Water Works	149.95
February 16, 2006	Airport	81.05
	Police	409.39
	Health	56.97
	Assessors	26.00
	EPD	60.62
February 17, 2006	Parks & Rec.	34.20
	Assessors	44.24
	HR	237.72
	Fire	80.85
	Police	183.76
	Finance	44.90

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W.B. Mason
Office Supply Analysis
1/3/06 - 7/28/06

Date Ordered	Department	Total \$ Spent
February 21, 2006	Airport	276.82
	Planning	10.51
	Planning	132.25
	Water Works	98.90
	Water Works	120.04
	City Clerk	309.09
	Airport	37.88
	EPD	52.28
February 22, 2006	City Clerk	52.41
	Finance	12.85
February 23, 2006	Parks & Rec.	202.42
	Tax	304.34
February 24, 2006	Tax	7.70
	Building	23.22
	Police	698.00
	Health	123.34
	Water Works	48.54
February 27, 2006	Airport	48.98
	Police	13.38
	Health	33.33
	Fire	24.94
February 28, 2006	Police	170.51
FEBRUARY TOTAL	65 invoices	\$ 10,417.47
March 1, 2006	Parks & Rec.	197.28
	Building	234.34
	Building	300.27
	EPD	119.96
March 2, 2006	Fire	39.05
	Airport	20.10
	EPD	6.60
	Parks & Rec.	126.14
	Assessors	89.92
	Library	668.52
	Water Works	166.44
	Building	18.70
March 3, 2006	Building	9.99
	Finance	181.80
March 6, 2006	Planning	151.34
	Tax	302.71
	Water Works	344.85
	Assessors	26.00
	HR	11.76

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W.B. Mason
Office Supply Analysis
1/3/06 - 7/28/06

Date Ordered	Department	Total \$ Spent
March 7, 2006	Parks & Rec.	39.91
	Assessors	267.06
	Airport	360.34
	Health	20.42
March 8, 2006	Police	381.56
	Senior Services	203.62
March 9, 2006	Airport	27.11
	Airport	14.28
	Assessors	18.58
March 10, 2006	Parks & Rec.	131.63
	Info. Systems	8.98
	Police	238.61
March 13, 2006	Library	268.53
March 14, 2006	City Clerk	82.35
	Airport	54.44
	Mayor's Office	25.49
	Fire	255.69
	Police	419.00
	Airport	60.00
	City Clerk	364.08
March 15, 2006	Fire	59.19
	Planning	74.81
	Parks & Rec.	111.03
	EPD	164.13
	Health	887.60
	Police	217.07
	HR	152.95
March 16, 2006	Police	269.98
	City Clerk	65.12
March 17, 2006	Finance	25.75
March 20, 2006	Tax	72.42
	Highway	419.00
	Water Works	20.30
March 21, 2006	Building	114.67
	Airport	182.24
	Building	47.96
	Planning	74.95
March 22, 2006	Building	672.11
	EPD	40.52
	Water Works	60.07
	HR	65.96

W.B. Mason
Office Supply Analysis
1/3/06 - 7/28/06

Date Ordered	Department	Total \$ Spent
March 23, 2006	City Clerk	155.03
	Fire	76.67
	Police	299.20
	Library	395.62
	Planning	156.88
	Health	32.62
March 24, 2006	Tax	103.96
March 27, 2006	Tax	421.14
	City Clerk	170.64
March 28, 2006	Health	19.16
	Highway	801.44
March 29, 2006	Airport	592.71
	Highway	660.21
	Airport	24.80
	Planning	83.80
March 30, 2006	Parks & Rec.	144.51
	Health	7.51
	Airport	205.56
March 31, 2006	Building	45.45
	Police	14.55
	Health	186.75
MARCH TOTAL	81 invoices	\$ 14,653.49

April 3, 2006	Assessors	199.88
	Assessors	329.40
April 4, 2006	Airport	382.81
	Water Works	35.66
April 5, 2006	Building	33.38
	Assessors	116.59
	EPD	123.82
April 6, 2006	Assessors	26.00
April 7, 2006	Water Works	47.08
	Health	38.65
	EPD	119.96
	Finance	116.29
April 10, 2006	Police	143.00
April 11, 2006	Fire	119.46
	Airport	212.11
	Water Works	57.55
	Police	648.75

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W.B. Mason
Office Supply Analysis
1/3/06 - 7/28/06

Date Ordered	Department	Total \$ Spent
April 12, 2006	Info. Systems	27.12
	Mayor's Office	52.33
	Police	338.82
April 14, 2006	Fire	2.52
	Library	545.75
	HR	696.27
April 17, 2006	Water Works	167.02
April 18, 2006	Airport	79.23
	EPD	27.88
	Fire	31.76
April 19, 2006	City Clerk	1,748.67
	Parks & Rec.	118.91
	Fire	41.76
	Water Works	153.80
	Police	24.27
	Airport	86.18
	Water Works	236.79
April 20, 2006	Fire	34.68
	Finance	276.86
	Water Works	72.81
April 21, 2006	EPD	128.88
April 24, 2006	Health	21.73
	Fire	138.00
April 25, 2006	Info. Systems	147.76
	Airport	26.00
	Police	259.75
	EPD	29.99
April 26, 2006	Building	401.15
April 27, 2006	Parks & Rec.	43.25
	Fire	278.48
	OYS	107.24
April 28, 2006	Tax	374.86
	Water Works	429.59
	Finance	584.00
APRIL TOTAL	51 invoices	\$ 10,484.50
May 1, 2006	Library	449.70
May 2, 2006	Fire	165.95
	Airport	100.33
	Planning	41.42
	Water Works	78.72
May 3, 2006	Solicitor	209.50
	Planning	3.42

W.B. Mason
Office Supply Analysis
1/3/06 - 7/28/06

Date Ordered	Department	Total \$ Spent
May 4, 2006	Fire	186.53
	Parks & Rec.	107.92
	Assessors	109.95
	Finance	32.04
	Police	209.50
May 5, 2006	Building	559.80
	Fire	169.99
	Health	272.09
	EPD	95.98
May 8, 2006	HR	73.08
	Police	102.33
May 9, 2006	Fire	57.16
May 10, 2006	City Clerk	1,382.81
	Airport	1.62
	Info. Systems	95.70
	Fire	41.96
	Airport	58.44
	Airport	221.96
	Planning	83.80
	EPD	307.31
	Water Works	56.58
	Police	299.20
May 11, 2006	Assessors	825.48
	Finance	209.50
May 12, 2006	Building	23.66
	Health	497.45
	Water Works	15.09
	Water Works	308.74
May 15, 2006	City Clerk	103.87
	Airport	842.40
	Health	156.33
	Building	28.80
	Water Works	152.96
May 16, 2006	Tax	313.32
	Health	137.68
	Airport	51.99
	Airport	264.80
May 17, 2006	Solicitor	143.18
	Finance	16.75
May 18, 2006	Solicitor	5.20
	Health	49.00
	Health	11.46
	Police	243.15

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W.B. Mason
Office Supply Analysis
1/3/06 - 7/28/06

Date Ordered	Department	Total \$ Spent
May 19, 2006	Airport	52.93
	Health	110.27
	Water Works	31.55
May 22, 2006	City Clerk	129.48
	Police	63.06
May 23, 2006	Fire	65.25
	Police	29.48
	Info. Systems	14.38
May 24, 2006	Airport	234.21
	Health	14.74
	Library	531.18
	Highway	57.73
May 25, 2006	Info. Systems	449.85
	Planning	57.60
May 26, 2006	Info. Systems	58.70
	Assessors	168.48
	Water Works	195.43
May 31, 2006	Airport	23.99
MAY TOTAL	68 invoices	\$ 12,263.91
June 1, 2006	Building	253.88
	Building	36.52
	Senior Services	111.80
June 2, 2006	Building	28.59
	Building	28.59
June 6, 2006	Airport	103.35
	Parks & Rec.	246.78
June 7, 2006	Tax	653.29
	Planning	83.75
June 8, 2006	Assessors	200.35
June 9, 2006	City Clerk	408.73
	Building	33.09
	Library	472.46
	Police	104.75
	Water Works	498.68
	Water Works	29.24
	Water Works	91.98
June 12, 2006	HR	87.40
June 13, 2006	Airport	235.18
	Planning	221.31
	Water Works	200.16
	Health	18.20
June 14, 2006	Parks & Rec.	14.23

W.B. Mason
Office Supply Analysis
1/3/06 - 7/28/06

Date Ordered	Department	Total \$ Spent
	Building	110.00
	Water Works	192.38
	Water Works	239.65
	Mayor's Office	109.85
June 15, 2006	Building	1,489.80
June 16, 2006	Tax	119.99
	Water Works	86.10
June 19, 2006	Police	773.76
June 20, 2006	Airport	29.50
	Airport	166.02
	Water Works	59.72
June 22, 2006	City Clerk	243.85
June 23, 2006	City Clerk	120.84
	Water Works	73.21
June 26, 2006	Health	5.00
	Health	2,110.23
	Water Works	213.46
June 27, 2006	Health	180.97
June 29, 2006	City Clerk	382.35
	City Clerk	850.65
	Highway	353.00
	Health	426.12
	Highway	168.75
	Health	279.57
	Health	63.98
	Water Works	45.79
	Water Works	29.87
June 30, 2006	Solicitor	139.27
	Solicitor	33.02
	Assessors	538.66
	HR	870.90
	Water Works	59.74
JUNE TOTAL	56 invoices	\$ 14,728.31
July 5, 2006	OYS	4.36
	Finance	19.44
	Health	19.50
	Info. Systems	30.60
	Airport	362.00
	Parks & Rec.	64.29
	Finance	19.44

W.B. Mason
Office Supply Analysis
1/3/06 - 7/28/06

Date Ordered	Department	Total \$ Spent
July 6, 2006	Building	71.82
	Parks & Rec.	79.65
	Police	708.04
	EPD	306.68
	Water Works	68.07
July 7, 2006	Water Works	205.38
	EPD	16.08
	Finance	234.92
July 10, 2006	Airport	71.01
	EPD	134.71
July 11, 2006	Airport	743.28
	Library	538.63
	Police	63.11
July 12, 2006	Fire	201.56
	EPD	144.95
	Highway	481.79
July 13, 2006	Airport	150.04
	Water Works	201.29
	Police	665.50
	Water Works	29.60
July 14, 2006	Planning	55.00
	EPD	22.59
July 17, 2006	OYS	29.36
	Health	384.83
July 18, 2006	Airport	399.96
	Parks & Rec.	103.08
July 19, 2006	Mayor's Office	39.43
	EPD	75.13
	Finance	11.72
	Water Works	21.15
July 20, 2006	City Clerk	170.09
	Assessors	32.60
July 21, 2006	OYS	8.79
	Tax	54.60
	Police	638.00
	HR	261.56
	Water Works	102.74
July 24, 2006	Parks & Rec.	120.97
	Fire	131.35
	Finance	7.29
	Assessors	21.45
	Fire	37.53
July 25, 2006	Airport	158.03

W.B. Mason
Office Supply Analysis
1/3/06 - 7/28/06

Date Ordered	Department	Total \$ Spent
July 26, 2006	Fire	69.81
	Water Works	85.56
	Assessors	32.60
July 27, 2006	Airport	50.84
	Water Works	18.44
July 28, 2006	Water Works	38.16
	Fire	69.35
JULY TOTAL	57 invoices	\$ 8,887.75